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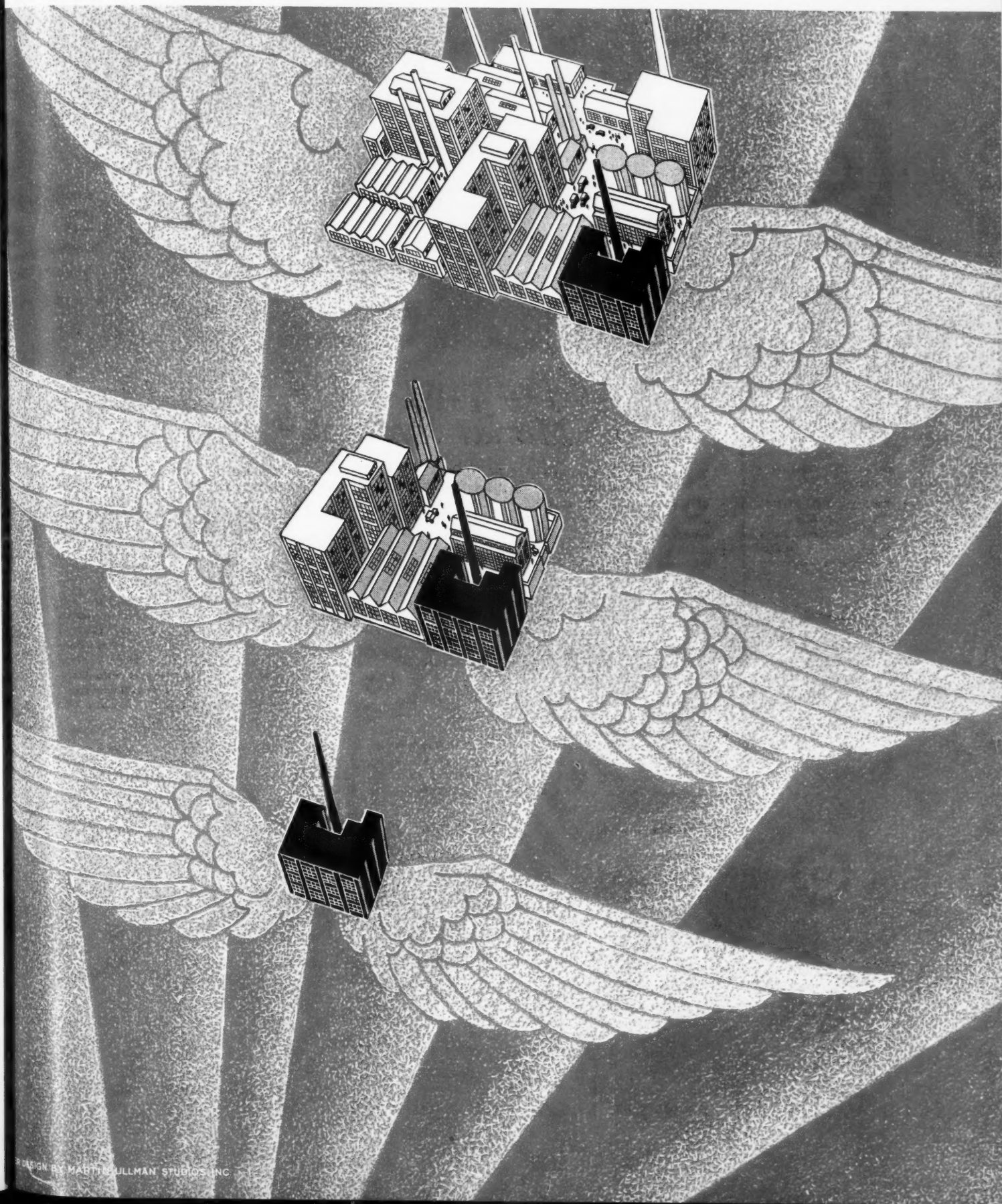
Sales Management

AND ADVERTISERS' WEEKLY

OCT 30 1928

TWENTY CENTS

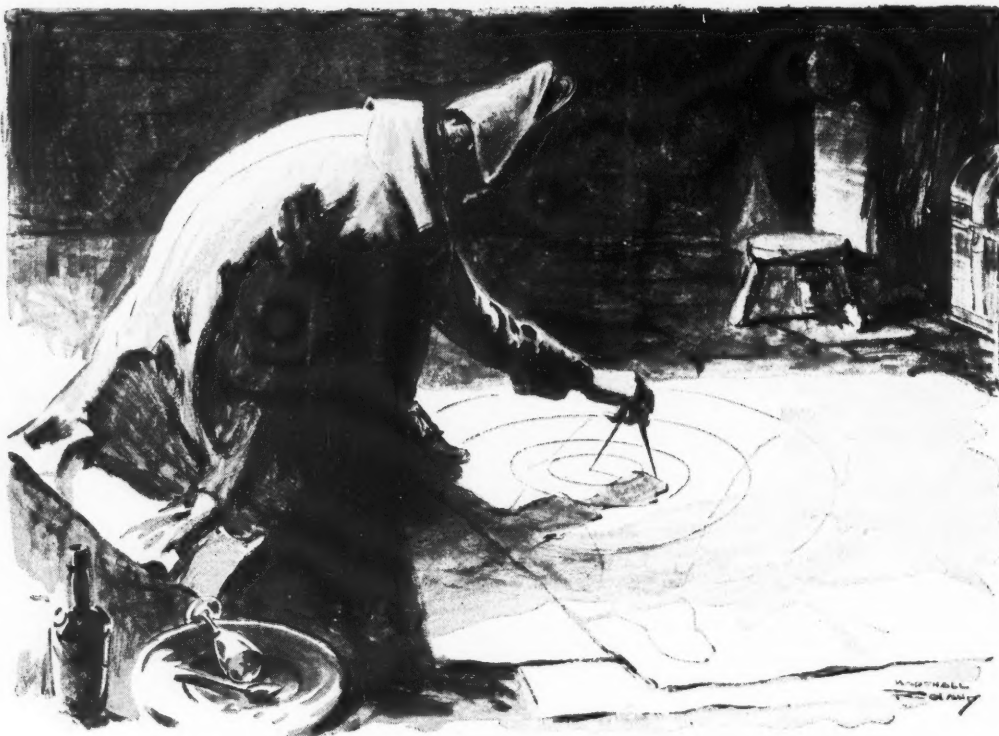
OCTOBER 27, 1928



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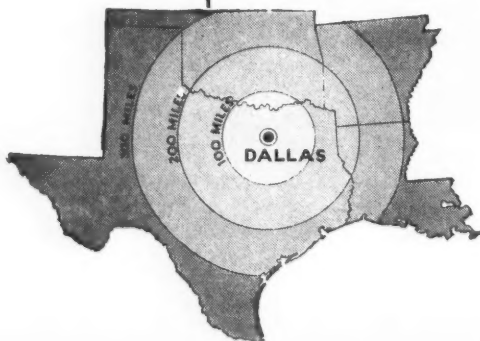
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Industrial and Distribution Center of the Southwest—Twelve Million People—Six Billion Dollar Market ♦ ♦ ♦ ♦ ♦

MAKE DALLAS YOUR CENTRAL BASE OF OPERATIONS FOR THE GREAT SOUTHWEST

VOL. XVI. No. 5
October 27, 1928
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Sales Management

AND ADVERTISERS' WEEKLY

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Where others Fail—

THE constant, consistent, substantial growth in the daily circulation of the

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proves its growing influence with its readers. Where the other evening newspaper in the City of Newark shows a loss (according to the sworn statements to the Federal Post Office Department) the NEWARK EVENING NEWS shows a decided gain.

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(Six months ending Sept. 30, 1928)

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They Say That—

F. A. DENNINGER has become general sales manager of the Walker Dishwasher Corporation, Syracuse. Until three years ago Mr. Denninger was general sales manager of the Ingersoll Watch Company, leaving to accept a similar position with the Keystone Watch Corporation, makers of Keystone watch cases and Howard watches.

The Walker Company is now bringing out a new portable cabinet model electric dishwasher which will be distributed through electrical appliance outlets, department stores and power companies and which will supplement the company's new line of electrical sinks.

The Bendix Corporation of Chicago has purchased from General Motors Corporation the Eclipse Machine Company of Elmira, New York. Present management and policies of the Eclipse Company will be continued, with JOHN C. FERGUSON, president; WILLIAM L. MCGRATH, vice-president; WILLIAM C. WARNER, secretary-treasurer. Mr. Ferguson has been general manager of the company and was for several years its vice-president. Mr. McGrath has been secretary and Mr. Warner treasurer.

FRED D. SOPER, for twenty years with the Velie Motor Corporation, more recently as general sales manager of domestic and foreign sales, has been appointed manager of the northern sales division of the Gardner Motor Company, Inc. Mr. Soper will confine his activities at present to Iowa, Michigan and Illinois.

SHERMAN SMITH, formerly connected with the Eastman Kodak Company, Rochester, has been appointed sales promotion manager of the Lamson Company, Inc., of Syracuse, to succeed

EMERSON W. BREWER, who has become assistant to the advertising manager of Remington-Rand, Inc., Buffalo.

WILLIAM REYNOLDS has been appointed advertising manager of Servel Sales, Inc. Associated with the company since 1926, Mr. Reynolds succeeds J. M. BICKEL, who has resigned to become sales manager of the Holmes Products, Inc., New York City. Mr. Reynolds was previously advertising manager for the New York and Queens Electric Light & Power Company.

JOHN KIMBALL, formerly of the San Francisco office of R. J. Bidwell Company, publishers' representatives, has become advertising manager of the Sperry Flour Company of San Francisco, succeeding JOHN R. BURR, who has resigned to enter business in New York.

FRANK P. HART, for the past six years an executive in the sales division of Rit Products Company, has joined Grigsby-Grunow Company, makers of majestic radio receivers, as assistant to HERBERT E. YOUNG, general sales manager.

F. J. HOPKINS has been appointed advertising manager of A. Schrader's Son, Inc., Brooklyn, New York. He succeeds DALE HOUGHTON, who has joined the Bakeries Service Corporation, New York City, in a like capacity.

ARTHUR G. EATON, recently elected vice-president of The Aluminum Industries, Inc., as well as director of sales, has opened a general sales office in Detroit. The appointment of Mr. Eaton is a part of the general program of expansion of the concern's activities now being put in effect.

Sales Management

AND ADVERTISERS' WEEKLY

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NEW YORK, N. Y., OCTOBER 27, 1928

An Outline of Mergers

BY JOHN ALLEN MURPHY

AS I was assembling data for this merger series I was referred to a well-known banker who offered this illuminating piece of information: "You won't get to the heart of the subject of mergers until you realize that the promotion of consolidations has become one of America's most profitable businesses. Do you realize that hundreds of our smartest salesmen are today engaged in 'selling' the merger idea to American business? Of course these men do not call themselves salesmen. They are known as bankers, sales engineers, financial promoters, business doctors, etc.

"I do not say these men are masquerading under false colors. On the contrary they are usually topnotchers in their professions. They are honest in recommending a merger or consolidation as the best possible solution of some more or less hopeless difficulty with which their client may be struggling. But salesmen these men are, nevertheless.

True Super-Salesmen

"Men who are able to put over deals running into millions are certainly super-salesmen. In a few instances the commissions alone have been in the millions. For example, it is reported that Dillon, Read & Company were paid several millions for effecting the Chrysler-Dodge merger. By consummating a single good-sized merger, a salesman can earn more money than he would be able to obtain in an entire lifetime in most other lines. As long as mergers hold out such profit possibilities to promoters we may expect to see a continuance of the present consolidation epidemic."

This banker furnishes us with an

Everybody is asking "Are mergers with us to stay?" The answer to this question is found in the statement, "Although there are perhaps a thousand and one reasons for mergers the fact that joining a consolidation is the easiest way to finance the expansion of a business is the principal cause of the present merger epidemic which will continue." This is the first of a series of articles on mergers by Mr. Murphy.

excellent explanation of the motive force back of mergers. The point he makes is that more mergers are being formed today than ever before simply because the idea of mergers is being properly sold. Theoretically, at least, the idea of the merger has existed right along but the average business man had no conception that the plan could be adapted to his affairs or that he had anything to gain from joining a consolidation. In recent years able promoters have been successful in showing an ever-increasing number of manufacturers, wholesalers and retailers the advantages of merging their establishments with competitors or with concerns in an allied line of business.

Of course, the profits in these transactions do not all go to the promoters. They derive only a legitimate commission. It is large in the aggregate only because the deals they put over are usually of huge dimensions. For example, the Chrysler-Dodge merger was a half-billion dollar deal. The Postum Company paid \$45,000,000

for the Cheek-Neal Coffee Company. It paid \$32,000,000 for the Calumet Baking Powder Company. Twenty-five million was included in the merger of several vending machines into the Consolidated Automatic Merchandising Corporation. Every merger must necessarily run into the millions. Neither a promoter nor an investment banker would be interested in a deal that did not total at least a couple of millions.

Where such large sums of money are involved there should be handsome profits for the principals in the transaction. And usually there is. A business that is a failure does not get a chance to participate in a merger. The Postum Company would not have bought Calumet Baking Powder, Maxwell House Coffee, Log Cabin Syrup, Jell-O, Swansdown Cake Flour, Minute Tapioca, La France, Hellman's Mayonnaise, Walter Baker's Cocoa or Franklin Baker's Cocoanut if these products had been duds. The Postum interests wanted these well-known brands because they are successfully ad-



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Charles R. Flint, the
"Father of Trusts."

vertised, are in wide demand, have accumulated an immense increment of good will and because they had proved to be generous money-makers over a long period of years. Men who are fortunate enough to own a business of this kind can come pretty close to dictating the terms under which they will sell it.

Gets Maximum Value

At the same time, the merger often offers the owner of a prosperous business his best chance to get the maximum value out of his property. Ordinarily it is easier to merge a large organization than it is to sell it to an independent buyer. There are mighty few outright buyers for twenty-five, fifty or hundred million-dollar enterprises. By consolidating with a strong corporation a manufacturer runs a better chance of perpetuating his property than if he sold it to some independent operator, the quality of whose management is still an unknown factor. In numerous cases businesses have quickly deteriorated after the death or retirement of their founders. No man likes to think that his life's work will be so quickly dissipated.

The modern type of merger appeals to the manufacturer in this position because it gives him every reasonable assurance that his business will be continued just as he left it. The identity of his property will be preserved. His trade-mark will be featured, just as it

was in the past. There is even a chance that his company will still be advertised as a separate entity. To the man in the street there may be no indication that the business has changed hands. The Postum Company is the most conspicuous exponent of this kind of merger.

In present-day mergers, the old owners of a company that has been consolidated seldom lose their connection with it. They usually remain large stockholders. They generally serve on the board of directors of the



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Theodore N. Vail's
name is almost synony-
mous with the word
"telephone."

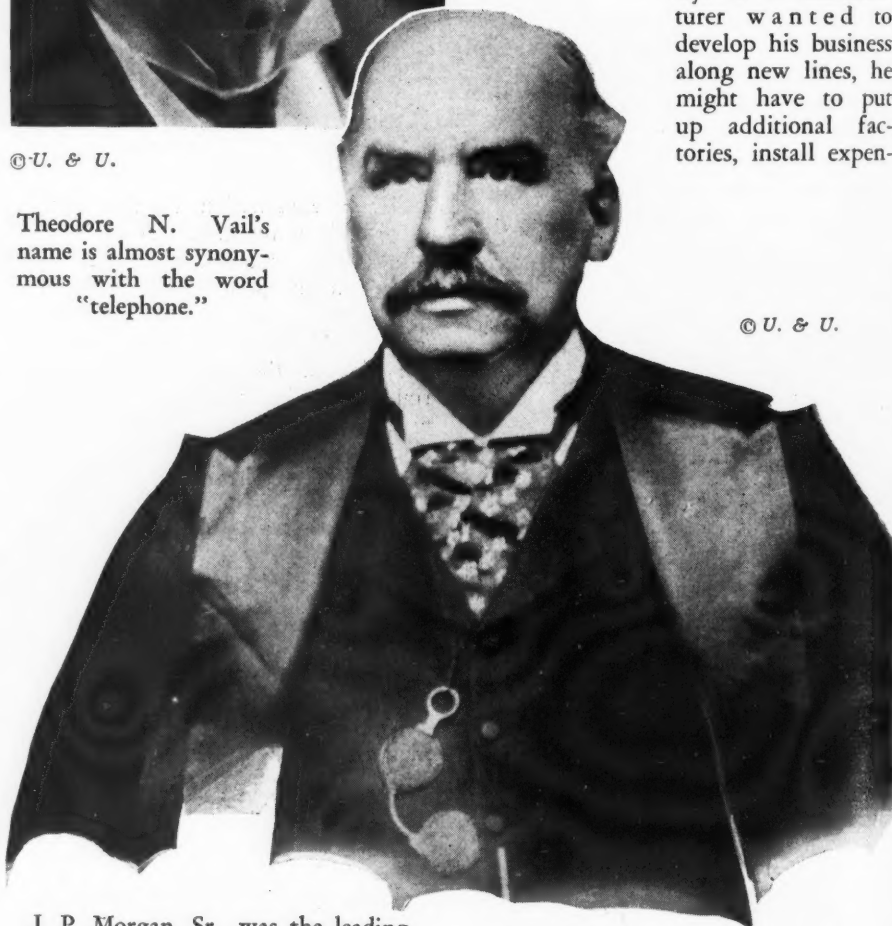
absorbing corporation, and in many instances they continue as managers of their old plants. A manufacturer who has consummated a deal of this sort is surely in position to enjoy life. This explains why so many outstandingly successful companies have been so ready to join mergers.

The strong financial aspect of these transactions explains why financial specialists and investment bankers are playing such a big part in forming mergers. It is impossible to bring about a merger of any consequence without the assistance of a banking house. This holds regardless of what the purpose of the merger may be, but it is particularly true where there is some financial reason back of the consolidation.

Ready-Made Expansion

For example, many mergers are developed for the purpose of expanding a business. The modern business man likes to acquire his expansion ready-made. He hasn't time to wait for its gradual development. Also he has discovered that it is cheaper to buy a successful product than it is to achieve success for a new product of his own creation.

There is also a financial reason for this expansion policy. If a manufacturer wanted to develop his business along new lines, he might have to put up additional factories, install expen-



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J. P. Morgan, Sr., was the leading
figure in the big U. S. Steel merger.

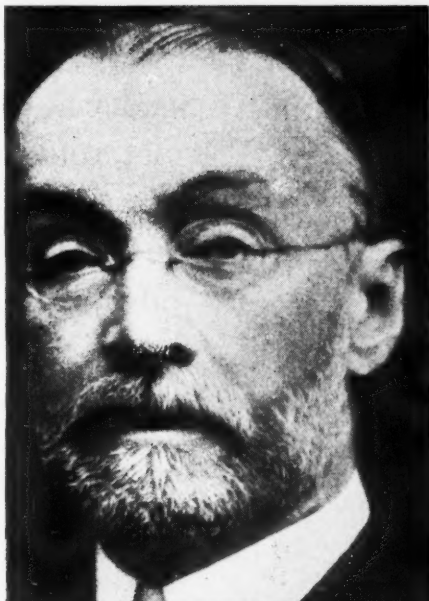
sive machinery, build a personnel, establish a distributing trade, and then invest millions in giving his new product a reputation. To do all this, the chances are he would have to borrow a lot of money. And unless his old business had been unwontedly prosperous it is likely he would have trouble in raising the money he needed. However, if he merged a ready-made business with his old establishment, and the newly acquired unit had a long record of substantial earnings, he would find any number of investment bankers willing to finance the purchase.

Needed High-Priced Model

It may be good policy to buy an established business even though the services of the banker are not especially needed to finance the deal. Take the case of the Studebaker Corporation. It makes practically everything in low-priced and medium-classed cars. However, it felt the need of a high-priced model also. Accordingly overtures were made to the Pierce-Arrow Motor Car Company. These eventuated in Studebaker making a large investment in Pierce-Arrow. This is not an actual merger, but it is an exceedingly close tie-up which virtually adds Pierce-Arrow to

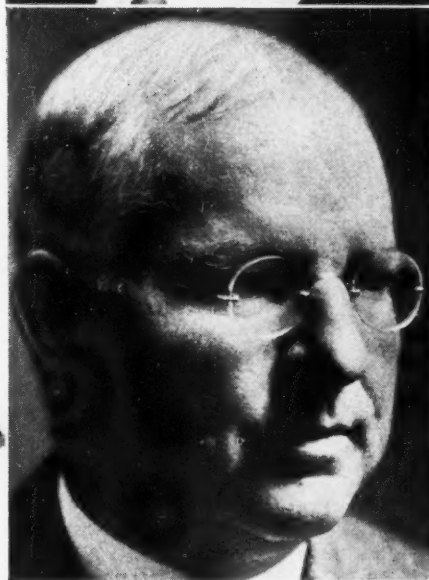
the long line of Studebaker models.

Of course, the Studebaker Corporation could have designed a car in the Pierce-Arrow class, but to give it the reputation that Pierce enjoys would have taken years in time and millions in money. It is claimed that Studebaker's actual investment in the Pierce-Arrow company is only \$2,000,000. Making that investment was a much wiser step to take than to try to duplicate the Pierce in the Studebaker line. It is sometimes vastly more economical



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Clarence Dillon, of Dillon, Read, signed the biggest business check ever written when that concern bought Dodge Brothers



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August Heckscher is known by all American business men as the man behind the New Jersey Zinc consolidation. A. R. Erskine wanted a high-priced car, so he "adopted" Pierce-Arrow

to gain control than it is to compete. The chain store companies, particularly in the grocery field, are finding that it is not economical to have their



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Clarence Dillon, of Dillon, Read, signed the biggest business check ever written when that concern bought Dodge Brothers

stores widely scattered. They have discovered that they should have at least a hundred stores in a district to get the most satisfactory results. It is also their experience that it is better to buy established stores than it is to open new stores. The established store is likely to make a profit from the start, while it may take the new store a long time to get on a profit basis.

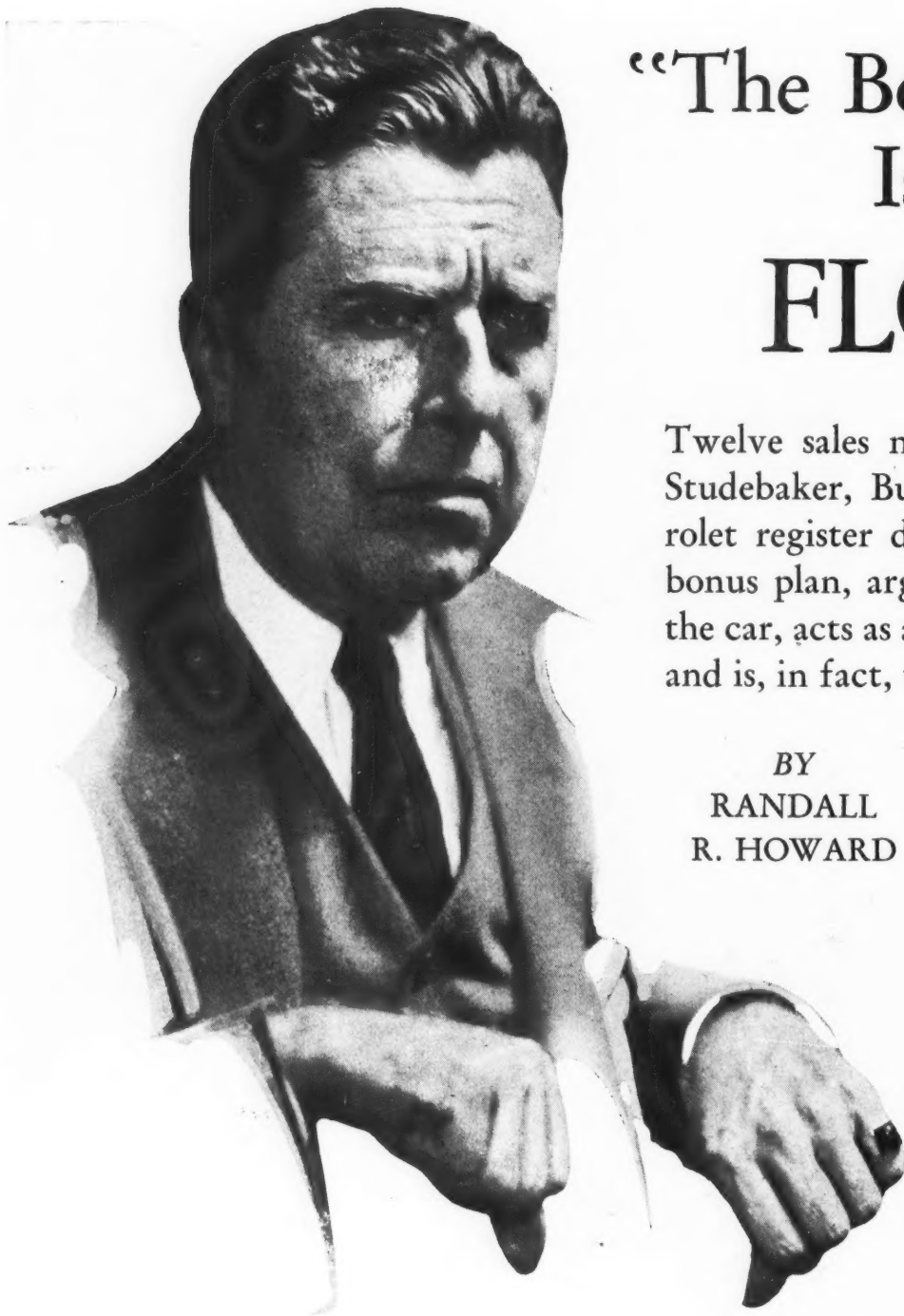
This explains why several of the larger chains have recently been absorbing some of the smaller systems. The Walgreen Company bought the Evans Drug Stores in Philadelphia. The Kroger Grocery and Baking Company has purchased 138 Piggy Wiggly stores in Ohio and Kentucky. The Grand Union Company acquired the Oneida County Creameries, consisting of more than 100 stores located in and around Utica, New York.

This Oneida deal, by the way, is (Continued on page 258)



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Almost everyone wonders what Walter Chrysler will do next



"The Bonus Plan Is a FLOP"

Twelve sales managers for Packard, Studebaker, Buick, Ford and Chevrolet register deep opposition to the bonus plan, arguing that it cheapens the car, acts as a price-cutting scheme and is, in fact, unfair to the salesman.

BY
RANDALL
R. HOWARD

develop. I have talked with Studebaker and Packard and Buick sales managers and dealers who are especially emphatic on this point.

They argue that it is their desire to create and to hold for their car and for their company the same reputation for stability and for generous service that the high-grade bank and mercantile establishment have achieved. They argue that their average car owner would not expect from his banker or from his tailor a cash bonus for referring to them new "prospects." They believe that their average owner should be made to feel so well pleased with his car value, and with his company service, that he will actually want to recommend

the car and the company to all of his friends.

One dealer with whom I talked made a special service argument against the bonus plan. He thought, for example, that it was especially bad "psychology" to send out the kind of service follow-up card that some of the bonus-paying firms were sending out—a card asking if the service job just completed was giving "entire satisfaction" and including a bottom blank space in which the owner was urged to write the name of a friend who might be a prospect.

One prominent sales executive, after he had declared that he had tried out
(Continued on page 270)

MY work has been bringing me into contact with a number of automobile sales managers along the "Automobile Row" of Chicago. I have talked with them about many selling problems and plans. But the one sales topic that I have found to be most "controversial" is the old, old question: "Shall we, or shall we not, pay a bonus to our car owners who supply us with prospect names that later result in sales?"

Most of the sales managers have been either definitely opposed to the plan or definitely favorable toward it. Among those opposed, some have tried it without worth-while results.

Others have discovered objectionable features. Others are opposed to the plan on general principles or for specific reasons, including the discredited trade reputation of the plan in some circles. Others cannot consider it because it opposes fundamental policies of their manufacturers.

One argument against the plan, by those who are not using it, is that the offering of a small cash or merchandise bonus to an owner for new prospects would tend, in their opinion, toward "cheapening" the car and the company. They believe that it would work toward breaking down the most valuable kind of good will which the salesman has developed or wishes to

"The Bonus Plan Is a WOW"

How Graham-Paige, Hudson Motors, Community Motors and eighty Hupmobile dealers worked out successful methods for paying car owners for the names of new prospects. One of the plans described here brought a return of 55 per cent in actual sales.

ONE of the organizations that have obtained satisfactory results from the use of a bonus plan is the Chicago dealer-distributor of Graham-Paige cars. The plan has developed gradually with Sales Manager C. M. Ross. He has long been working on this unique hobby of getting a large percentage of his prospects through "trailing the crowds."

About two years ago he originated and carried through one of the first extended "caravan" plans ever staged—a scheduled traveling display of a fleet of his new models of cars through Illinois and Indiana. Along the same line, he developed some months ago in Chicago a plan to send out a fleet of demonstration cars for the noon hour at factories.

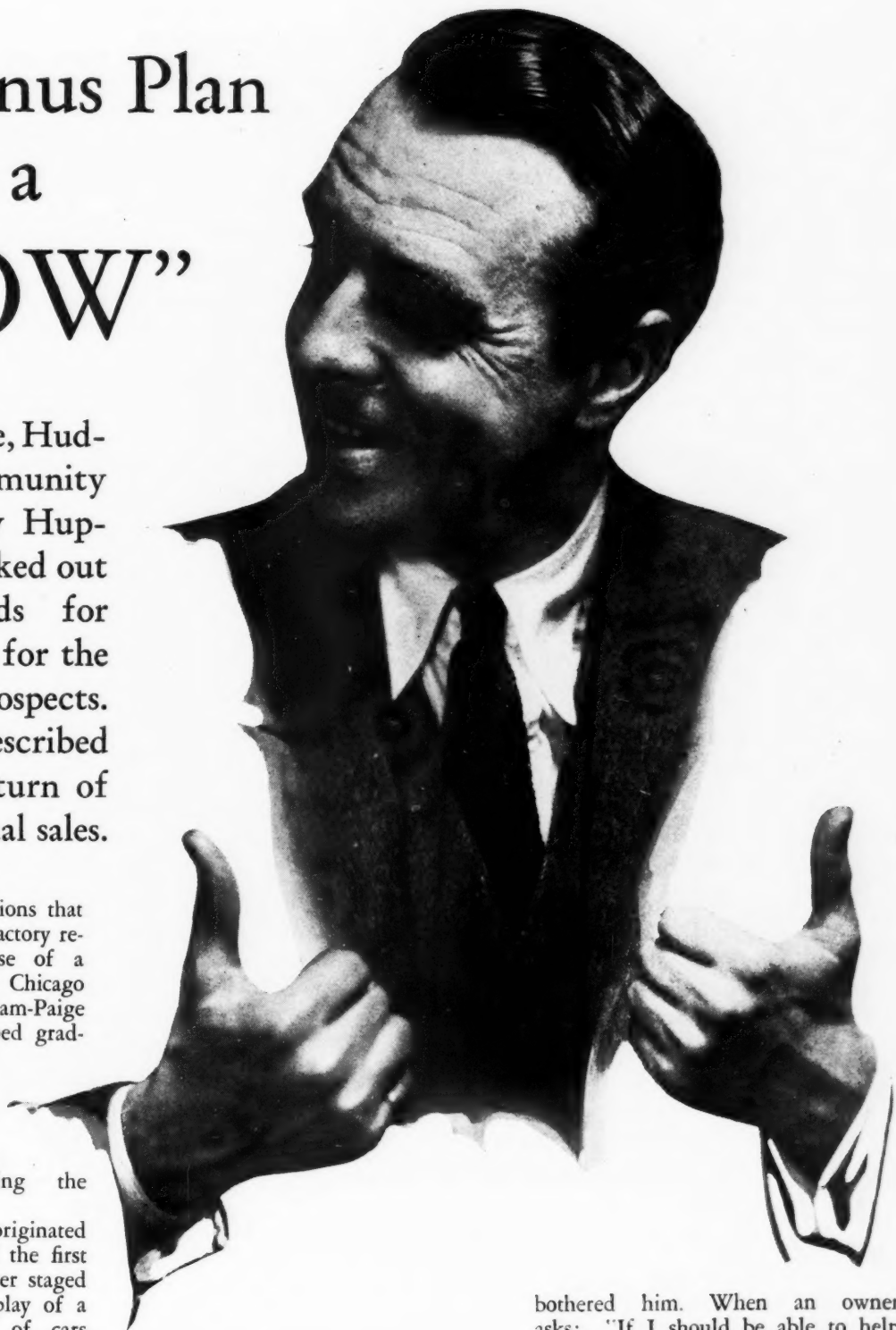
The plan has been working successfully, as a filler, when prospects are otherwise slack. But he found that the plan had this deficiency: a considerable percentage of the prospects he was able to stimulate to the point where they wanted to investigate further wouldn't come to his own store. They would visit the store of some other dealer. And while this did aid the company's wholesale de-

partment, it didn't add to Ross' own volume of sales.

His remedy was a new bonus-offer plan, centered in a booklet of six postals for the mailing in of the names of prospects, the company promising to pay, in the event of a sale, either five or fifteen or twenty dollars in cash, depending on the nature of the sale. Ross believes that this bonus booklet, offering the factory worker the possibility of earning up to \$100, will greatly aid in clinching his prospects. It also answers a general question which has long

bothered him. When an owner asks: "If I should be able to help you in selling a few cars, what is there in it for me?" Ross replies by handing out a bonus booklet.

The Hudson Motor Company of Illinois is another firm which has gradually grown into the use of the bonus plan. About a year ago the company began a new system of paying to their retail salesmen at the main store a 4 per cent commission on all service business that these salesmen could develop through the personal follow-up of their owners in their personal service files. The company cooperated to the extent of distributing among these salesmen the



names of all the old owners in their territory, and the names of new owners as fast as sales were made. In addition, each salesman was privileged to add to his file all of the new unrecorded owner names that he could stir up.

It was further decided, about six months ago, to make an experiment to see if this service-selling program could be aided by a supplementary bonus-offer plan. Sales Manager A. S. Dampman made the experiment cautiously. Knowing that there was trade prejudice against the bonus plan, and realizing that some of his eighteen salesmen possibly might be biased against prospects that would originate in this manner, he decided to keep the plan secret at first. This he did. A bonus postcard booklet was printed, carrying the company offer to pay ten dollars each for the names of actually interviewed prospects who should later buy either a new Hudson or Essex car or a used car, provided the name was received twenty-four hours previous to the close of the sale and was not previously registered.

These bonus booklets were quietly given out to some of the old owners and to new owners at the time of the close of the sale, without the knowledge of any of the salesmen. When a prospect's name would come back a salesman would be started off on a "hot" trail. The results were surprising to everybody. For in more than 75 per cent of cases the prospect did prove to be so "hot" that actual sales were made. The origin of these new prospects which so often resulted in a sale developed a good deal of exciting mystery among the salesmen. But within three months the bonus-card results were so conclusive that Sales Manager Dampman began to use the plan openly; and his salesmen are still keenly anxious to get such prospect names.

This bonus plan doubtless has some exceptional features which partially account for its remarkable success. First, the bonus booklets are always given out originally in the name of the company, though the salesmen do

not hesitate to follow them up and to supply new booklets. It is carefully explained that the promised bonus checks are merely an expression of the company appreciation; and it is suggested that the checks, though small, will help along with the upkeep of the car, or enable the wife to buy a new hat that she might have thought that she couldn't afford.

When the opportunity presents itself naturally, the bonus booklet is always given to the woman; and it is from the women that most of the prospect names are received. Also, most of the bonus sales are for the lower-priced Essex cars, though a

are \$5 on a used car, \$10 on a new Oakland or Pontiac Six if a used car is taken in trade, or \$15 on a new car with no trade. The card must be mailed in twenty-four hours previous to a sale, for a name not previously registered; and if there is no sale in sixty days the name must be re-registered.

Their "Yellow Books" are widely distributed through salesmen. There was a period of low percentage of sales for cards returned. This was corrected by training salesmen to emphasize to the owners that it was a waste of stamps to send in names that were not actual prospects. Thus, the percentage of sales was increased from a six-months' average of 15 per cent to an average of over 30 per cent for the following six months ending September 1, 1928. For the month of July, 1928, 140 bonus prospect cards resulted in 55 per cent of sales.

Under this plan one-half of the bonus is charged to the salesman, and the salesmen still are keen to get the bonus cards. The company sends their "cooperators" a monthly letter, a monthly house organ, and they have occasional entertainment features. For example, exclusive invitations were mailed to their 1,700 "cooperators," inviting them to Kimball Hall to see a moving picture of the General Motors Proving Grounds and about 500 responded.

About three-fourths of sales are for the cheaper Pontiac cars, but this represents about the regular total proportions of all sales as between Oakland and Pontiac.

The Gambill Motor Company also has been using a bonus plan for over two years in conjunction with their Gambill Hupp Service Club with about 14,000 members. The Service Club is based on a plan of a free membership and a free monthly inspection of his car for every Hupmobile owner, together with additional club special offers and privileges. Affiliated with the Service Club is the "Bank of Mutual Service," on which each member is presented with a "check book." The book contains six blank checks for prospect names.

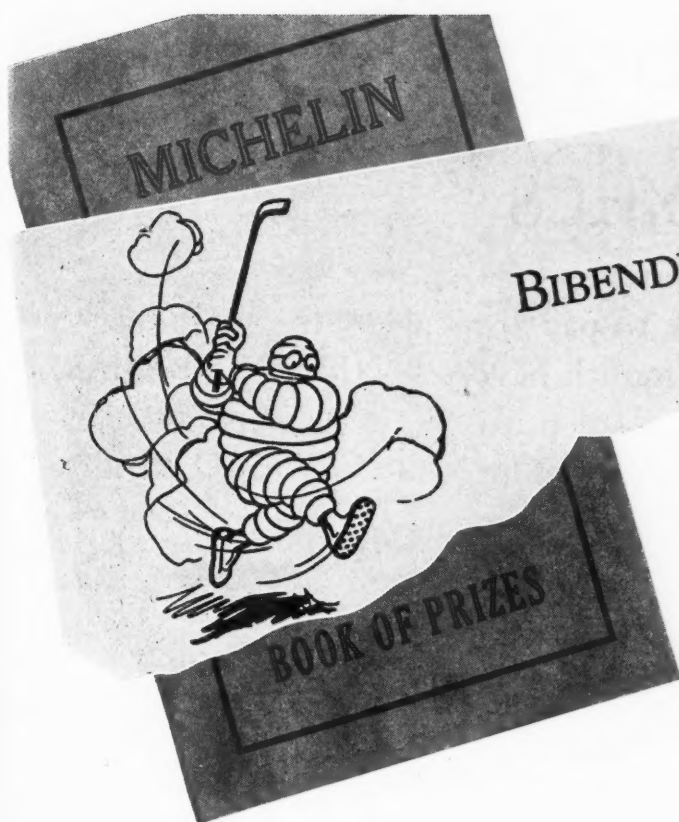
(Continued on page 270)

How Yawman & Erbe Hire Salesmen Who Stick and Succeed

Six important things Yawman & Erbe have learned about hiring and training salesmen are discussed by D. W. Duffield, education director of that company, in an article to appear in the next issue of SALES MANAGEMENT. Based on years of experience, Mr. Duffield discusses the man problem in sales management from three points of view: where to get good men, the kind of men to select and how to train them. Among other things, this article tells why Yawman & Erbe insist that each branch manager hire his own salesmen and how they eliminate the "weak sisters" before any money has been invested in their hiring and training.

good many Hudsons are also sold to such prospects, and it is reported that no new owner has ever seemed hesitant about receiving such a bonus booklet. Bonus checks are always sent in the name of the company, and no part of the payment is charged against the salesman.

The Community Motors, Incorporated, has been using the bonus plan for several years. Tabulated records assembled by Sales Manager E. G. Kuhn credit their bonus cards with about 20 per cent of all sales made during the six months prior to September 1, 1928. Their plan is somewhat different. When an owner accepts a "Yellow Book" of bonus postals he becomes a "cooperator" and one of the 1,700 members of their "Booster Club." The bonus payments



How We Staged Our Best Sales Contest

LAST February the Michelin Tire Company organized the "Bibendum Country Club"—not for the pursuit of pleasure, but to give greater pleasure and zest to the business of selling through the injection of a sporting interest. The club was named "Bibendum" in honor of the billowy, tube-upholstered trade character, used in all Michelin advertising.

Problems of grounds and membership, usually encountered in founding a country club, presented no difficulties in this case. Twenty choice courses, in the form of twenty sales districts, with a district manager and from four to eleven salesmen in each, answered these requirements perfectly. The twenty district sales managers were made members of the board of directors to insure successful administration of club activities.

With this as a nucleus, we organized our "1928 Tube Trophy Contest" in the form of a golf tournament, to start March 1 and finish August 31. Scoring in the contest was the basis of tube unit quotas: tube sales being measured against tube unit quotas. These quotas represent the number of tube units set each September 1, the beginning of our fiscal year, as the sales goal for the year in each territory. They are established with relation to the distribution which we already have and the future possibilities based on car registration. In every

Capitalizing the almost universal interest in golf, the Michelin Tire Company put on a golf tournament sales contest that ran up sales, in one district one month, to 156 per cent of the quota set. Prize books sent to the wives of the men enlisted their cooperation in urging the "boy friend" to double calls and pound the pavements during extra hours in order to win one of the attractive prizes.

BY S. E. NELSON

Michelin Tire Company, Milltown, New Jersey

case they represent a substantial increase over the previous year's sales.

The contest was of an elimination nature with all twenty districts competing, paired for monthly "matches," the winner of the final match in August to be awarded the Michelin Tube Trophy. All salesmen were eligible to general prizes on a basis of "credits" awarded to members of the winning districts in each round who attained 100 per cent of their unit quota. Two special prizes were put up for the two salesmen who showed the greatest cumulative percentage of accomplishment for the entire six-month period. District man-

agers were also eligible to prizes by being given "credits" equal to half the total amount of credits won by all the men in their districts.

This basis of awards provided equitably for all contingencies. Salesmen benefited by the success of their districts, yet were not personally disqualified by the elimination of their district. Managers individually profited from the accomplishments of their district and their salesmen. Unit quotas prevented anyone being handicapped by natural sales limitations of their territories. As a result, interest was maintained at a high pitch.

(Continued on page 265)

Bausch & Lomb Apply the Four "W's" to Sales

"We saved enough on direct mail alone to pay for the department. About 8,000 pieces a month have been saved by eliminating duplications, dead prospects and others. Now we are going to spend a lot more on direct mail than ever before, because we know exactly what we are spending it for and we know pretty accurately what returns we may expect from it. We know, too, that it will not be wasted."

Who?

"An analysis of whom we should sell revealed that one group of prospects totaled 6,000 instead of 600 as we first thought."

APPLYING the fundamental "Four W's" of journalism to sales, the Bausch and Lomb Optical Company, Rochester, New York, has engaged in an exceptionally thorough and far-reaching market and sales analysis which, while still incomplete, has already produced results even more favorable than had been hoped for and now bids fair to bring about some notable changes in the sales tactics employed by this venerable pioneer of the optical field.

Figuratively speaking, Bausch and Lomb have surveyed the field with one of their telescopes, trained their guns by one of their range finders, dissected their sales under a microscope, handed each salesman a pair of binoculars and given each prospect a handy reading glass with which to study their literature.

In other words, they have asked themselves four vital questions and have gone to great pains and expense to find the correct answer to each: "Whom to sell, what to sell, when to

sell, where to sell." Finding the correct answers to these questions is costing them more money than they care to mention for publication, but they consider this perhaps the best investment they have ever made and they expect it to yield handsome returns, both now and for many years to come.

As Benjamin J. Ramaker, director

When?

"Now we plan each traveler's route day by day, call by call, for a month in advance. After a year's try-out in one territory we know this plan is a success."

of sales research, explained: "Every sales executive is well aware of the changes brought about by the war. Like many others, we had to expand our facilities to take care of the war demand, then when the war was over and demand fell back to normal, we were confronted with the task of keeping these expanded factories busy.

"The solution of the problem seemed to be a study of the potential absorption of the market and an analysis of the sales scheme. It was during this readjustment period, too, that job specifications provided the

An interview by D. G. Baird with
BENJAMIN J. RAMAKER

Director, and

G. R. SALISBURY

Consulting Analyst,
Sales Research Division, Bausch &
Lomb Optical Company, Rochester,
New York

key which helped to solve the problem of reducing manufacturing costs and eliminating other ailments of production. Prior to this time the foreman of each particular department had a great deal of the information concerning proper production methods in the form of sketchy written or mental notes. The results of getting such information on paper, where it could be studied and analyzed, proved so helpful that the same method was carried over into sales, where it was found that each unit of the sales force could be separately analyzed from a definite, written summary of its requirements, qualifications, expansion and other pertinent, related facts.

"We were convinced that some sales research work in our case was

Where?

"We have a map of each county in every state; indicated on it are the towns that have large purchasing power, so that we know every institution that should be a user of our goods."

worth trying out in a limited way. It was too big a task, and too costly, to undertake a complete research of the entire country without knowing for sure that it would pay us to do so.

"We found we were sending as many as five catalogues to one man, and some of those catalogues cost us around a dollar apiece."



We devoted a lot of thought to the kind of plan to introduce, then we decided on a plan and tried it out in one territory. The sales curve in that territory began to climb and it kept right on climbing, steadily and con-

What?

"We classified our goods in 24 major groups and 428 sub-groups, embracing more than 50,000 selling units and the prospects in nine major groups and 204 detail groups."

sistently. We operated the plan there for a year and a half before starting to introduce it throughout the country and by the end of that time the increase there had amounted to—well, a surprisingly big percentage; even more than we had hoped for.

"Now we are going ahead with perfect assurance that the rather large sum of money we are spending for sales research is an investment, rather than an expense. We are going to know whom to sell, what to sell, when to sell and where to sell. We may also know something more about how to sell.

"In general, there are three phases of the study: the set-up, classification and content of our direct mail; the activities of our travelers; and the relation of sales activities in each district to the cost of promoting them.

"A proper approach to this study

necessitated a complete classification of our goods and a complete classification of our prospects. We classified the goods in twenty-four major groups and 428 sub-groups, embracing upwards of 50,000 selling units, and the prospects in nine major groups and 204 detail groups. That shows us what to sell and to whom to sell it. We know what's what, where and why.

"Of course we uncovered some astonishing facts. We were under the impression, for example, that the market for one of our products was limited to about 600 outlets; this research revealed more than ten times as many!

"Some of these outlets, when investigated, will prove to be worthless, or nearly so. That is expected. But many others will prove highly valua-

(Continued on page 256)

Wanderlust Atmosphere Jumps Returns on Travel Mailings



WHEN returns from direct mail suddenly jump from an accustomed 6 per cent to better than 15 per cent, the first thing an advertiser does (after exulting over the good fortune) is to begin a process of checking over the various elements of the campaign in an effort to locate the fortunate stroke that brought the improved result.

This is exactly what has been going on in the offices of Thos. Cook & Son, world-famous travel agency, for a recent mailing of 270,000 letters has brought unprecedented returns. The first move to check up the reason for the unusually high returns, which averaged better than 15 per cent in inquiries, was an examination of the names to which the letters were sent.

Undeliverable letters returned from the post office were found to be larger than from previous mailings to similar lists, so the suspicion that the improved result might be due to better lists was immediately discounted. The letters went to 130,000 names

built from lists of old inquiries which have accumulated as a result of previous newspaper, magazine and direct-mail advertising. About 50,000 of the people who received this mailing were old customers of the travel agency, and 90,000 more names were obtained from lists of wealthy people in eastern states—people whose incomes are known to be high enough to enable them to enjoy the luxury of an around-the-world cruise costing \$2,000 and more, or a Cairo to Capetown cruise, selling at \$5,175, or a Middle East cruise priced at \$4,525.

With the lists checked as minus any unusual qualities, the check-up was directed towards a comparison of the copy, the letter, return card and circular which made up the mailing. The letter was unusually short and was processed and carefully filled in, signed with a process signature in imitation of handwriting. Ordinary commercial letterheads were used.

The letter read:

"Please look over the accompanying folder. In it we have outlined several tours of most unusual and

Thos. Cook & Son are accustomed to returns of approximately 6 per cent replies from their direct mail campaigns. Recently a large mailing brought 15 per cent returns. Why this mailing was so successful is explained in this article.

exceptional merit, any one of which would be a happy choice for your winter travel.

"If you check and sign the enclosed card and post it today, we shall be glad to send you plans and programs giving full information.

"Yours very truly,"

Previous letters in similar mailings had been produced by almost every known process. Imitation pen-written letters, automatically typewritten letters and letters on special stationery had been used in the past. It appeared that the letters, while well processed and carefully filled in, had nothing unusual about them, except possibly their brevity.

It would hardly be possible to credit the letter with the unusual results—at least it was highly doubtful if the short, processed letter would be entirely responsible for the improvement in returns. With the letter and the list eliminated, somebody naturally brought up the idea that perhaps there was a greatly increased interest in travel—that the travel business was in for a vast increase this winter. This idea was immediately checked and it was found that replies from mailings on other tours and cruises were showing no increase over previous years, that bookings showed no unusual increase, and that returns from advertising were coming in at the usual rate. So it was not logical to credit the great increase to travel conditions.

With the elimination of the letter,
(Continued on page 269)

Do Your Salesmen Fumble Sales Letter Opportunities?

BY
LAWRENCE
C. LOCKLEY



Photo Underwood
& Underwood

WHEN the work of salesmen and direct mail activity are coordinated it is possible to use letters to get the salesmen in to see prospects, and to follow up their calls in such a way as to make the most of the sales effort expended. Not only can the sales manager rely on letters to gain access for his men, but he can count as well on their putting before prospects a bulk of introductory and explanatory matter that often takes an individual call of unaided personal selling. When the salesman misses a prospect he can capitalize what seems to be a misfortune. After a normal interview, the salesman can prepare for a second call realizing that a letter has outlined the salient points of his first presentation, so that the prospect will have them more firmly in mind.

These advantages of letters offer a noteworthy vitalization of our present selling process. They cannot, however, be used without complete and willing cooperation on the part of salesmen. Unless that cooperation can be stimulated the sales manager may as well

give up the attempt at helping his men with letters.

Now salesmen are not altogether unreasonable. Neither are they ungrateful. Particularly are they sure not to be resentful of any course of action that will increase their earning power. If there is any point of peculiarity about them, it is that they have just a little more "human nature" than most human beings.

But they have been bred to the tradition of oral selling. I have looked at the order blank right side up almost as many times as I've looked at it upside down. I have often hesitated between competitive commodities. Not entirely in a malicious spirit, I have often asked salesmen to let me think the purchase over, and to write me a letter giving me the high-lights of a deal, or giving me certain data about the product under consideration. Only experienced sales managers will find it easy to believe that I have seen apparently capable and industrious salesmen—men who would gladly sacrifice half a day to call and explain some trivial point—throw up the sponge

"I have seen apparently capable and industrious salesmen—men who would gladly sacrifice half a day to call and explain some trivial point—throw up the sponge and retire when they were asked to write a letter."

and retire when they were asked to write a letter!

This willingness to miss a good sale rather than to write a letter summarizing a sales interview must not be regarded as a showing of perversity on the part of salesmen. As I said, they have been trained to the task of selling by word-of-mouth. Their attitude towards written selling transcends mere agnosticism. It is one of violent mistrust. They are uninformed on this point, and experience the familiar terror of the unknown.

Not many years ago, indeed, the typical salesman regarded the advertising man as an interloper who conspired to oust him from his job.

To suggest that I hold any panacea that will cure the salesman of his terror of the written word would be to impose a fraud upon the more credulous of my readers. Yet I have sold
(Continued on page 260)

4% At Home We Spend
of Sales for Advertising 4%

More Export Advertising

Many American manufacturers look upon their export departments as stepchildren and frequently are surprised to find that their small foreign business is more profitable than their domestic. With an appropriation for overseas advertising more nearly approaching the size of the home appropriation, an extraordinary increase in foreign sales would result, says the chief of the specialties division of the U. S. Department of Commerce.

BY JAMES TRUE

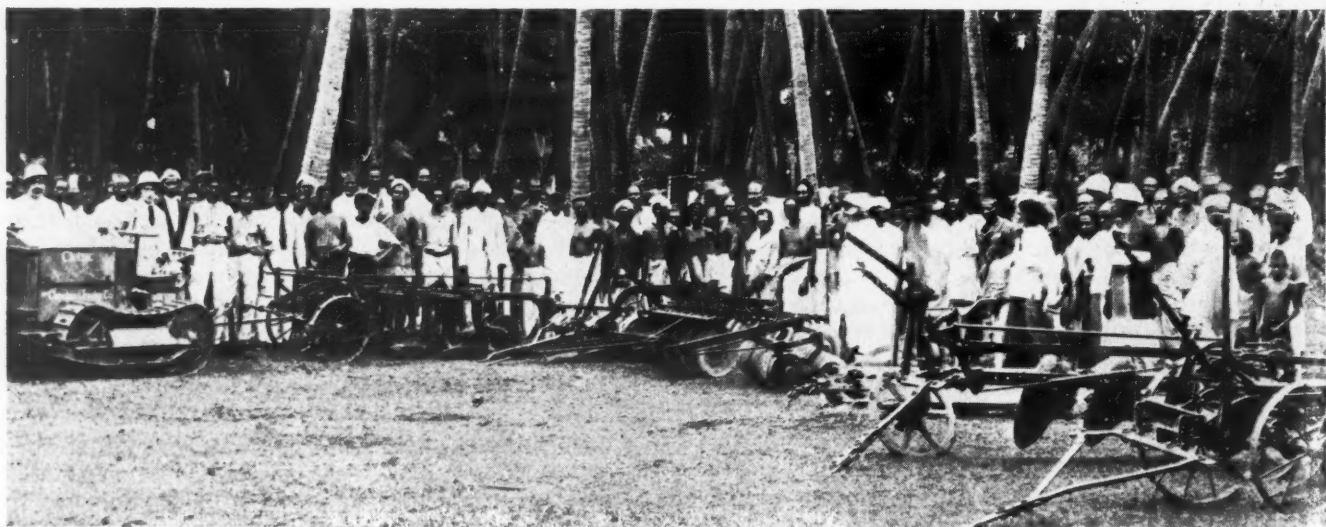
FOR many years those engaged in selling American products abroad have speculated in the dark as to the extent to which advertising in foreign markets would be justified. Also, during the last five years, little advance has been made in the direction of estimating the proper cost of promoting paid publicity abroad, although the importance of the subject is widely recognized. Now, however, it is possible to consider the subject from the standpoint of opinion

that is so convincing as to warrant careful consideration by all those who face the problem.

Recently Eric T. King, chief of the specialties division, Department of Commerce, compiled some very interesting figures which clearly indicate the desirability of a larger volume of export advertising, without, of course, interfering in any way with the steady advance of domestic advertising. Of the much-discussed estimate of \$52,000,000,000 of retail sales in this

country, Mr. King shows that approximately 4 per cent is spent on the advertising of the commodities sold, basing his opinion on the recently published statement that our advertising bill for 1928 will be \$2,000,000,000. Then, taking the declared value of all of our exports—approximately \$4,500,000,000—he figures that these goods have a retail sale of approximately \$10,000,000,000 abroad.

"Of course," he said, "these figures are not strictly comparable; but they do furnish a rough basis for contrast and are informative. They become more suggestive when we consider the consensus of fifteen authorities who were asked to estimate the amount of American money spent for advertising our goods abroad last year. An average of these opinions of well-informed authorities indicated that \$30,000,000 would measure the volume. This total does not include the voluntary advertising of foreign agents of American houses, nor the advertising of retailers in foreign countries, many of whom have spent money in promoting the sale of our exports without the help of American producers. It indicates that the American producer spends about three-tenths of 1 per cent of retail value to advertise abroad.



Ewing Galloway, N. Y.

¶ American farm implements are revolutionizing farming the world over. Mr. King believes an even wider market could be developed for them by the judicious use of advertising.

$\frac{2}{5}$ of 1%

Abroad We Spend
of Sales for Advertising

$\frac{2}{5}$ of 1%

Would Sell More Goods

Mr. King finds this contrast a very convincing argument for the necessity of more advertising of American goods in foreign markets. He thinks that advertising is a very important factor, and will become very much more important as time goes on, in building up sales for our products abroad. He believes that the security of our intrenchment in foreign markets will depend to an unsuspected extent upon our education of other peoples.

He also said that it was somewhat surprising to many department officials that American manufacturers have not realized this necessity more generally, and that carefully prepared and well-placed advertising, when in complete conformity with foreign customs, is likely to bring a greater return for every dollar invested in advertising



De Cou—Ewing Galloway, N. Y.



¶ The right kind of export advertising and sales work have found lucrative overseas markets for Holeproof and Willys-Knight. The Holeproof banner shown above is in Damascus; the Willys-Knight sign, in Spain.

export is as high as 50 per cent. No matter how we look at the matter, we find that our advertising effort is sadly out of balance."

After pointing out that the same rate of expenditure abroad might be made to bring very much better returns from advertising, Mr. King explained that any advertiser in foreign countries is likely to reach his buying population at a much lower cost-per thousand than he can reach the population of this country. Furthermore, the advertising does not have to be planned on such a grand scale in any foreign country as it does at home to attract attention and influence trade. Here at home the advertiser must meet the pace of his competitors. Abroad, in the many lines that are not as yet widely advertised, the same advertiser does not have to compete with an established grand scale volume to win attention for his merchandise. On many lines on which practically no advertising is being spent manufacturers can secure an unusual amount of attention because they have the field, so far as advertising is concerned, prac-

abroad than it is in this country.

"However," Mr. King continued, "it is a fact that there are some notable exceptions to the low advertising rate of three-tenths of 1 per cent. These exceptions show that large appropriations have been spent in foreign countries and with excellent results. They include automobiles, office appliances, tobacco products, a few foods and specialties like talking machines, automatic pencils and fountain pens. It may be said that the manufacturers of most of these products are international ad-

vertisers and that their advertising volume bears the same relations to sales in many other parts of the world as in the United States.

"But," Mr. King added, "let us forget these exceptions for the moment. Then we find that the average manufacturer is spending approximately thirteen times as much in advertising his goods in this country as he is in foreign markets. In all industries we are exporting an average of about 10 per cent of our total manufactures, and in several industries the rate of

tically to themselves, said the chief.

In discussing the subject further Mr. King mentioned that a large number of publications had been carefully studied to determine the extent of American clock and watch advertising in all foreign countries. It was found that there is practically no advertising of these products on the part of American makers, with the notable exception of one clock, although European economic writers have repeatedly mentioned our watch industry as an indication of our potential supremacy because of mass production.

"Regardless of this fact," Mr. King said, "American watches have less than 1 per cent of the world's business outside of the United States. Just why this is so we do not know, but watches give an excellent illustration of a great many manufactured articles that offer a remarkable opportunity for advertising abroad. There are equivalent opportunities in many lines, but it should be remembered that every case is individual, and that every country has its peculiar preferences and customs which must be studied in order to produce advertising of the greatest appeal and effectiveness.

"Too frequently American manufacturers who attempt to export a surplus, look upon their export departments as stepchildren and do not cultivate foreign business, appearing to regard it as a sort of necessary evil.

In our work here we occasionally have opportunity to examine the records of various concerns and often we note the astonishment of manufacturers when we point out that a comparatively small export business has been more profitable than the domestic volume of the concern, regardless of the fact that nothing, or comparatively very little, has been spent on the export trade in advertising.

"The rough estimates that I have given certainly indicate that if the export business is worth anything at all to a manufacturer it is worth very careful development, so far as advertising is concerned. We do not mean to say that as high a percentage of volume should be spent in all foreign countries as a manufacturer spends at home for advertising; but we are quite sure that the difference, with the average exporter, is very much too large and that he is overlooking a splendid opportunity to build up volume rapidly with the aid of advertising in many foreign markets.

"The development of foreign advertising takes nothing away from our domestic volume, for the reason that the sale of goods abroad usually produces the advertising revenue. Furthermore, practically all of the foreign advertising campaigns are now prepared and placed by American advertising agencies which are specializing in this field."

The Key Town Plan for Contacting Buyers

THE slings of the steamer which had brought it north from Havana were still discharging a shipment of 40,000 bags of sugar when the consignees, sugar brokers in New Orleans, took up the telephone to sell the sugar.

"Put up list A," the long-distance operator was told and in rapid succession the calls that list represented were talked on. Here are the results:

Number of calls on the list ..	101
Number of calls completed ...	91
Per cent resulting in sales ...	76
Number of bags of sugar sold	40,000
Volume of sales	\$224,000
Cost of telephone calls	\$132

It was an afternoon's job to talk on ninety-one calls and sell the sugar. The Pacific Coast Branch of a rubber company took three months to make 1,945 calls. Of these, 1,756 resulted in sales. In round figures the volume of sales was \$154,000 and the telephone calls which produced those results cost only \$1,800. On the sugar

the percentage of telephone sales cost was negligible; on the rubber company's product it was 1.15 per cent.

Perhaps in this method of selling is to be found the answer to the three-sided problem that many sales executives find facing them.

1. They must increase their sales to keep up with production.

2. To produce this result they must:

(a) Sell more to present customers; (b) sell more customers in the territory in which they operate; (c) increase the size of that territory.

3. These things must be accomplished without multiplying sales costs in a direct ratio to the increased business secured or, as so often happens, in an increasing ratio. More business should mean a reduced unit of cost.

Modern or not, no way has been found to produce these results without making more sales contacts. The problem is how to produce those contacts at less expense.

One different way of producing results has been described as the key town plan of telephone selling. The sugar company and the rubber company were following that plan. Described roughly, it consists of calling customers, customers to whom the concern is well known, from a central point and doing business with them by telephone. If there are a great many customers and they are in a large territory, it probably will be more economical to call those within a certain radius of the first city from which calls are to be made, and then move to a second city, call those within a certain radius from there and so to the third and fourth. If the expense of traveling to the next central point or key town should be greater than the cost of calling all the people who would be called from that town from the city next earlier visited, the obvious thing to do would be to telephone rather than travel.

More Frequent Visits

It is not the idea that all of the contacts with the customer be by telephone. It has been discovered, however, that visits in person can be made less frequently and, therefore, more thoroughly. It has also been discovered that visits by telephone can be made more frequently than visits in person and still with less expense, producing the greater number of contacts that small quantity buying necessitates. It follows, also, that more time is available for developmental work among new subscribers and in new territories.

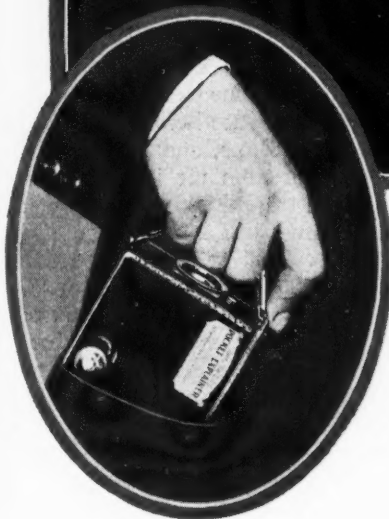
Maps known as key town maps, showing market breakdown suitable for use when selling by telephone, are provided by the telephone companies.

The sequence method which the sugar broker used when he filed his 101 calls is another related facility. Either given over the telephone or, more conveniently, typed on a special form and delivered to the telephone company business office, a list is prepared showing the names of those people or concerns with whom it is desired to talk. Specially printed lists are provided by the telephone companies for the purpose. A concern with branch offices could place these lists on file permanently at the various branches, making changes from time to time as circumstances required.

Another convenience is an arrangement whereby a traveling representative who places calls at successive cities to a considerable number of customers may, by the presentation of an identification card, have the charges on the calls sent to his home office for payment.

In the Stores

have your
salesmen
demonstrate
in a way that
commands
attention
over the
counter.



250 O K'd Ideas in His Pocket

Descriptive booklet about
this new Explaining Machine
(2"x4"x6³/₄"; weight 1³/₄
pounds) will be sent on re-
quest.

A Pocket Picture Show Wherever Your Salesmen Go

Give them the help of lighted pictures to show sales points and get the orders.

Outstanding sales organizations are using this method of selling with bright, clear pictures—lighted still pictures that change—to tell the sales story.

Jam Handy Picture Service is organized to produce pictures that get across ideas so they're understood and remembered. Twelve years of successful experience has developed a staff of one hundred persons highly skilled in making lighted pictures for sales instruction and consumer selling.

On the technical side, Jam Handy Picture Service has the largest studios and laboratories in the world devoted exclusively to the production of commercial pictures.

Every picture we have ever made has helped accomplish the buyer's purpose.

We'll be glad to show you all about it.

Jam Handy Picture Service

Newspapers' Film Corporation

6227 Broadway, Chicago

NEW YORK, GRAYBAR BLDG., — DAYTON, REIBOLD BLDG. — DETROIT, GENERAL MOTORS BUILDING
REGIONAL SALES AND SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S.
STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDEFILMS

Private Color Cards Are Challenged

BY WALDON FAWCETT

FOR all the color-using industries and advertisers employing color, there is significance in Uncle Sam's latest manifestation of color skepticism. In one of its capacities as a censor, the Department of Commerce has refused to take for granted the descriptiveness claimed for a color designation invented or adopted by a single interest. In effect, this refusal on the part of the Government amounts to a challenge to the private color card,—any private color code, or vocabulary, under similar circumstances.

Washington's Ultimatum

The ultimatum at Washington is that a word, otherwise fanciful, will be recognized as a generic color name only if and when proof is offered that the term is known and used in the trade as an indicium of character or color. This announcement takes on the more meaning coming just at this time when many industries are worried over the multiplication of color names. And when serious efforts are being made in several quarters to work out practical plans for the standardization of color nomenclature.

That Federal authority has butted in on this congestion in the language of color is due to the persistence of the Frank & Cohen silk company in its endeavor to win trade-mark credentials for a word which was claimed by the Textile Color Card Association as a free-for-all clue to color listed by a cooperating trade agency. Incidentally, this test case,—for such is its status—gathers yet another element of interest because it raises the question of the rights and privileges of the seasonal color as distinguished from the standard color.

Frank & Cohen Corporation made application, not long ago, for the registration at the U. S. Patent Office of the word "Porcelain" as a trade-mark for fabrics in the piece of silk and artificial silk. The examiner of trade-marks promptly rejected the application on the ground that the word "Porcelain," as applied to textiles, is merely descriptive in that it merely indicates the color of the goods. The examiner took this action because he found the word listed in the Index to Color Names and Color Numbers of

the Standard and Season Color Cards of America, issued by the Textile Color Card Association of the United States.

Making the point that the color significance of "Porcelain" was solely the creation of the Color Card Association and that this cataloging service was not to be accepted as authoritative, the Frank & Cohen Corporation took an appeal to the umpire higher up. When the case went to trial before the commissioner of patents, the representatives of the silk company argued that there is no evidence that the Color Card Association, which is a membership corporation, has ever been recognized by anyone as an authority on the names of colors, except the examiner of trade-marks.

As proof that the index should not be accepted by Uncle Sam as a bible of color, the New York firm brought out the fact that the index for the year 1927 omits the commonly known colors Red and Green. Advantage, for argument, was also taken of the fact that this private color directory does not square in its designations with the color notations of the leading dictionaries. Specifically it was brought out that editions of the New Standard and Webster International Dictionary, published after the name "Porcelain" had made its appearance (in the spring of 1921) in the Color Card Association Index, fail to give any color definition to the term.

Association Did Not Object

Offered at the trial was certain correspondence between Frank & Cohen Corporation and the compilers of the Textile Color Card Association in which it was indicated that the association had no objection to application for registration of the word "Porcelain" as a fabric mark and added that the color card on which the name "Porcelain" appears is more generally known in the trade as "Porcelain Blue." Spokesmen for Frank & Cohen seized upon this to make the point that the only functions of the names and numbers listed in the index are for the identification of individual cards. Thus, only when a card has been identified by its code number or code word and the color noted in that connection, would the

clue have color significance. Also the charge was made that: "The Color Card Association does not make its index follow the trade terms, but seeks to force upon the trade and the public certain words as the names of certain colors; but such words have never been, and are not names of such colors."

The commissioner of patents in considering the appeal may not have accepted the entire indictment brought against the private color card as an instrument of authority. But at least he accepted enough of it to put compulsion upon all sponsors of color cards to bring about general acceptance of their pet nicknames for color in their respective trade fields. In so many words the commissioner said that he was not satisfied that the mere presence of a word in the color index establishes that the word is known and used in the trade in a descriptive manner.

Trade-mark Granted

Officials of the Textile Color Card Association explained to the commissioner the difference between standard and seasonal colors, and how a color may graduate from the latter class to the former. But it was claimed that all the terms listed in the index "are in constant use." The patent commissioner would not take so much for granted in the absence of positive proof. And so he reversed his subordinate and granted registration. This leaves it that a term that has had limited use as a color designation may be taken over as a trade-mark monopoly if an appropriator can grab it off before it has been generally accepted in trade circles.

A. B. Kreitzburg Dies After Long Illness

Alfred B. Kreitzburg, advertising manager, the Electric Storage Battery Company, Philadelphia, died October 15, at his home in Springfield, Delaware County, Pennsylvania.

Mr. Kreitzburg was forty-three years old and had been ill for many months. He began his advertising career with the old Philadelphia *Press* over twenty years ago. From there he went to the Philadelphia *North American* and later to the Geo. W. Edwards Advertising Agency. His connection with the Electric Storage Battery Company dates from 1917. In 1920, he became advertising manager.

Ralph Thorn has left the Buffalo *Evening News* to become a partner of McCuaigh-Thorn, Inc., there.

. advertising growth
. not spectacular but
. steady
. like our circulation growth
like the 1,000,000 readers of Needlecraft Magazine
. steady
. Back in 1909
. three National accounts
. and now in 1928
. . . the outstanding national advertisers using
. Needlecraft Magazine number
. 78 — seventy-eight — 78
. not spectacular but very
. steady

Commerce Department Flooded with Requests for Dealer Booklet

APPARENTLY, the members of all industries that seek an outlet through retail stores are anxious to aid the independent retailer, judging from a flood of correspondence that has reached the Department of Commerce recently. In about three weeks more than 6,000 requests were received by the domestic commerce division for approximately 150,000 copies of its special report, "Practical Aids to the Independent Merchant," a treatise that is well described by its title.

Wholesalers Most Interested

Strangely, comparatively few retail dealers have ordered this report. Probably 85 per cent of the requests have come from manufacturers, trade associations, chambers of commerce and individuals not engaged in retailing, with the largest number from wholesale companies in various lines. The reason for the preponderant interest of wholesalers evidently arises from necessity, since they must send their entire distribution through independent stores.

The cause of the publication of the report was explained by an official of the division of domestic commerce, who said that ever since the establishment of the organization, there had been noted a constant flow of inquiries regarding the status of the independent store, and the development of chain methods of distribution. So it can be said that the subject has had the attention of the division almost from its organization, and that the present report, which is a pamphlet of thirty pages, is a comprehensive statement of the condition of retail distribution in the country today.

In the foreword of the report, Dr. Julius Klein, director of the bureau of foreign and domestic commerce, explains that for certain types of business, the big concern has an undoubted advantage over its smaller competitor, and then adds: "But in those lines of merchandising where success depends mainly on taking advantage of changing trade opportunities, close watchful contact with market conditions and expert personal superintendence of operations, the small operator has many advantages over the large establishment.

"The independent merchant who functions intelligently as purchasing agent for his community has a distinct opportunity to render a real social

service. The neighborhood grocer can introduce those elements of personal attention and service which are much appreciated by the consumer and which cannot so readily be supplied by a vast, impersonal corporation. This implies, of course, no disparagement whatever of the latter. The principal innovation introduced by the large corporation is better management and the recognized value of large-scale economies; but big business has no copyright on profitable methods, and mere bulk is by no means necessarily synonymous with efficiency."

This gives a clue to the wide interest of wholesalers and manufacturers in distributing the report, for the simple reason that it is generally thought that the independent retailers of the country need encouragement at this time. And probably one of the greatest values of the report is its clearing up of misunderstandings and fallacies. For instance, it points out that one of the chief difficulties encountered in a study of conditions is a very general misunderstanding of the functions performed by various types of distributors, and continues:

Wholesaling Job Remains

"The public fancy seems readily caught by such phrases as 'eliminating the middleman' and 'buying advantage because of size.' Without reflection on either chain-store or wholesaler-retailer operation, calm analysis indicates that these two contentions may be fairly measured to show a new use for the arguments. The chain-store warehouse and delivery equipment which supply the local retail units appear to be identical with the usual wholesale equipment. An office force of buyers, supervisors and clerks is required by chain-store and wholesaler alike, except that 'chain-store supervisor' becomes 'salesman' when wholesale operations are studied. The chain store operates a wholesaling business to buy in quantities and warehouses a reserve supply for the retail units. This seems to describe wholesaling generally. Item by item, the functions performed by the wholesaler might be compared to destroy the illusion that the middleman may be eliminated."

Then the report points out where profits are wasted and presents many illustrations to show the retailer how he can conduct his business more profitably in the face of existing competition. Furthermore, it gives him a

complete list of all Department of Commerce publications that will aid him in the development of his business.

As to the methods of distribution used by various organizations, the mass of requests carry very little information; but from another source it was learned that one large organization, The American Wholesale Grocers Association, distributed about two thousand copies of the report to its members and others on the day of publication, and that it very soon had several hundred requests for quantities, ordered by wholesale grocers for the purpose of sending to their retail customers.

Recommends Report to Friends

One large tire distributor wrote that the independent tire dealers, to whom his concern confined its distribution, were giving a great deal of thought to mail-order and chain-store competition. An official of a large engraving company explained that he wanted to hand the reports to some of his retailer friends with a personal recommendation that they read and digest the contents.

Opticians, lawyers, realtors, bankers, railroad officials, printers, congressmen and a large number of professional men and officials not directly connected with retailing, wrote for the booklet and their letters showed that interest in the welfare of the independent dealer is both keen and widespread.

Another interesting lot of inquiries came from advertising men and agencies. The advertising manager of a large manufacturing concern wrote that he was making a study of the subject and was preparing some advertising designed to aid the independent dealer. This use of the report was also explained by several agencies and appeared to indicate that there is a definite trend toward the development of advertising organizations among independent retailers.

Here and there among the filed inquiries is a paragraph or two of comment that adds human interest to the requests. One official wrote that his company was doing everything possible to help the independent dealer, but that the work was rather discouraging, for the independent dealer, he said, while unquestionably in need of assistance, was too darned independent to take anybody's advice.

Although it is too early yet for the division of domestic commerce to supply information as to actual results, a few letters have been received from retailers which are enthusiastic in their approval of the report.

Industry Honors Edison and Others as Pioneers in Economic Progress

Seven white-haired men sat alone in the midst of a gathering of 2,000 men and women at the Hotel Astor, Wednesday night, and listened to speakers of the United States and Europe eulogize them as the pioneers of American industry.

In the center of the little group, appearing strangely apart from it, in spite of the fact that all the men at that table were his personal friends and all the others throughout the room regarded him as the greatest human benefactor, sat Thomas Alva Edison. On either side of him were Henry Ford and Harvey Firestone, while beyond were Julius Rosenwald, Orville Wright, Charles M. Schwab and George Eastman. The dinner was given in honor of these seven men as the pioneers in the various fields of American industry. Cyrus H. K. Curtis and Glenn Curtiss, who were also included in the list, were unable to appear owing to illness.

Emphasizing the fact that the human progress in the past half century has been due to a very great extent to the inventive, manufacturing and distribution genius of these men, Nicholas Murray Butler, president of Columbia University, pointed out that "we are going to find ourselves in our children's time face to face with a new and intensely interesting problem. We are going to find the human race having to prepare itself for the wise and happy use of leisure, and it will be more important, one of these days, to educate men and women to use their leisure time than it will be to educate them for an occupation."

Lord Melchett, president of British Chemical Industries, emphasized the fact that the effectiveness of American distribution and the fact that a single advertisement in America could be read by 120,000,000 people has had a great part in the development of prosperity and progress in the United States.

He pointed out that the creation of industry, the creation of enterprises, the work of the man engaged in industry and business has in itself no meaning. "Business men," he said, "must bend their energies and abilities to the creation of more wealth, to the creation of more products, to the creation of cheaper products, to the creation of wider distribution, to the creation of a higher standard of living, and a greater possibility of better living to the human race at large."

Oscar G. Mayer presided and Willis Booth was toastmaster.



H. William Klare

Klare Directs Promotion for the Hotels Statler

H. William Klare, for many years manager of the Hotel Statler, Detroit, has become a general executive of the Hotels Statler Company, Inc., in charge of sales, advertising, public relations, personnel and general service relation between employes and the public. He will continue to have supervision of the Detroit Statler.

\$750,000,000 Chain Store Group Formed

Fifty chains, operating more than 16,000 stores and doing a business of more than \$750,000,000 a year, have formed the National Chain Store Association—bringing all types of chain stores into one organization for the first time.

The association will oppose improper business methods and illegitimate trade practices, and combat uneconomic legislation affecting chain stores, as well as promote economic methods of distribution.

Officers are: E. G. Yonker, Sanitary Grocery Company, Washington, president; F. H. Massman, National Tea Company, Chicago; Edward Dale, Safeway Stores, Oakland, and Harry Roulston, Thomas Roulston, Inc., vice-presidents; H. C. Bohack, H. C. Bohack Company, Inc., Brooklyn, treasurer, and Godfrey M. Lebharr, secretary and general manager pro tem.

Staley Appoints Product Sales Managers in New Organization Plan

The Staley Sales Corporation, distributors for A. E. Staley Manufacturing Company, makers of products from corn, at Decatur, Illinois, has changed its policy with the appointment of a sales manager for each of the half-dozen classes of products which it promotes, E. K. Scheiter, general manager, announced this week.

H. P. Dunlop has become manager of the bulk division; R. M. Ives, of the package division; H. T. Morris, feed and oil division; J. A. Harris, specialties division; E. M. Bailey, export division, and C. S. Bowers, paper mill division.

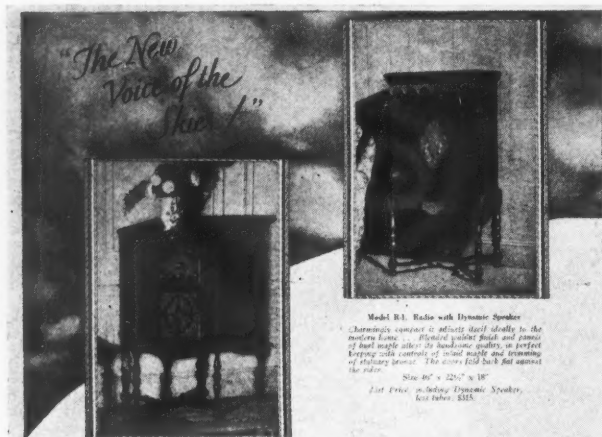
"Since we concentrate our production and sales efforts on special products for specific industries, such as the textile industry, tanning industry, paper industry and the confectionery industry," Mr. Scheiter explained, "we have found that a different type of product and service are required to meet the peculiar problems and conditions in each of these industries."

Mr. Dunlop was previously manager of the starch sales department. Mr. Ives until recently was with the National Grocery Company of Detroit; Mr. Morris, the general manager of the American Hominy Company plant at Decatur, and Mr. Harris with the Decatur Grocery Company there. Promoted from position of assistant export manager, Mr. Bailey succeeds R. M. Dawson, who has joined the Cook Paint & Varnish Company of Kansas City. Mr. Bailey has been employed by the company in various capacities, including production.

Park & Tilford Plans Chain of Groceries

A twenty million dollar grocery chain system will be launched soon by the Park and Tilford and Schulte interests. Park & Tilford, founded in New York in 1840 and one of the first chain stores in America, will enlarge its scope and, with its four New York stores, will become the nucleus of a chain of 1,000 grocery stores throughout the country.

The Present Park and Tilford executives will be the nucleus of an enlarged organization of grocery experts, with Louis Goldvogel in charge, and with headquarters at 386 Broadway. Park & Tilford stores will be located in central sections of every large city, while smaller units will serve neighborhood trade.



Model B-1. Radio with Dynamic Speaker.

Completely new design in a new perfect form. The "Edison" is in blended cabinet finish, with the "Edison" model. A practical piece of furniture which reflects credit on the good taste of any household.

Size 40" x 22" x 18"

List Price, including Dynamic Speaker, less tubes, \$200.

Model B-2. Radio with Dynamic Speaker.

Characteristically compact in design, still readily in the modern home. Blended cabinet finish and panels of dark maple with the handsome quality, in perfect keeping with controls of wood maple and trimmings of chrome-plated brass. The cover fold back and against the side.

Size 36" x 22" x 18"

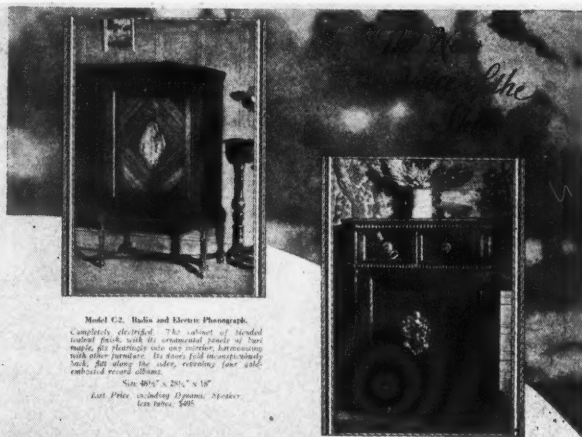
List Price, including Dynamic Speaker, less tubes, \$185.

The EDISON RADIO

The new voice of the skies has spoken! It has been heard. Never was success more genuine! Never was acclaim more spontaneous. The world expected much, but was given more!

It is the best receiver that could be designed for local work exclusively. At the turn of a switch its whole character changes. A new power is unleashed. It becomes a receiver of keenest sensitivity, a champion distance runner. The Edison is truly the "Local and Distance" receiver.

The Edison Radio has a "super-power" amplifier, the new RCA "250" tube. It also built-in, new-type, extra size Peerless Speaker. As a result, the Edison gives quality at all degrees of volume, settling response on bass notes. It



Model C-1. Radio and Electric Phonograph.

Completely designed. The cabinet of blended cabinet finish, with the ornamental panels of dark maple. The phonograph side and its controls, in perfect keeping with the controls of wood maple and trimmings of chrome-plated brass. The cover fold back and against the side, revealing four gold-embossed record albums.

Size 40" x 22" x 18"

List Price, including Dynamic Speaker, less tubes, \$205.

Model C-2. Radio and Electric Phonograph.

Completely designed. The cabinet of blended cabinet finish, with the ornamental panels of dark maple. The phonograph side and its controls, in perfect keeping with the controls of wood maple and trimmings of chrome-plated brass. The cover fold back and against the side, revealing four gold-embossed record albums.

Size 40" x 22" x 18"

List Price, including Dynamic Speaker, less tubes, \$205.

and RADIO-PHONOGRAPH COMBINATIONS

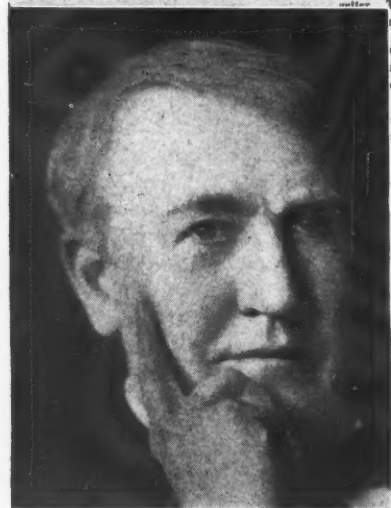
can be tuned down to a whisper or tuned up to full orchestral volume. Indeed, the Edison way of using and controlling the Dynamic Speaker accomplishes amazing results.

All models are for A.C. operation, using 3 stages of radio frequency, a detector, and super-power amplifier. All have single dial control and concealed phonograph jack, with change-over switch (from radio to phonograph) on the front panel. Throughout, the Edison Radio is a notable example of advanced design and electrical efficiency.

The Edison Radio faces a ready-made and nation-wide demand. It is the most sought-for Radio in America. To you, as a dealer, this fact is significant. For in a day when so many sets of questionable quality flood the market, it is reassuring to know that here, at last, is a line of dependable sets offered by a company whose very name is a guarantee of fair dealing, of stability and worth.

Deliveries start in September. Thomas A. Edison, Inc., Orange, N. J.

Thomas A. Edison



The Advertising Gallery

The safety of the fully-enclosed Six is an outstanding feature of the Ford

One of the first things you will notice when you drive the new Ford is the quick, silent, efficient action of its six-brake system. This system gives you the highest degree of safety and reliability because the four-wheel service brakes and the separate emergency or parking brake are all of the mechanical, internal expanding type, with locking surfaces fully enclosed for protection against mud, water, sand and grease.

The many advantages of this type of braking system have long been recognized. They are brought to you in the new Ford through a series of mechanical improvements embodying much that is new in design and construction.

There is perhaps no single feature of the new Ford which represents a decided step forward in automobile engineering as the unique six-brake system by which a special drum has been constructed to permit the use of two separate sets of internal brakes on the rear wheels.

The brake construction

on the front which also is improved. Here the brakes are fully enclosed within the security of a housing, boot or sliding plate to protect the linkage between the brake rods and the mechanism on the brake plate. Such simplicity of design helps to insure reliability and long life.

A further improvement in braking performance is effected by the self-scoring feature of the four-wheel brakes—an exclusive Ford feature. This brings the entire surface of the shoe in contact with the drum the instant you press your foot on the brake pedal.

An example of the close limits of measurement in manufacturing the new Ford is found in the brake drums.

These drums measure eleven inches in diameter, yet they are held within a frame-thickness of only one inch—a remarkably fine limit on such a wide diameter. The plates on which the braking mechanism is mounted are of



Ford Motor Company
Dearborn, Michigan

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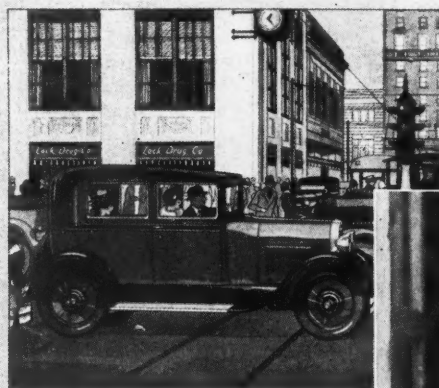
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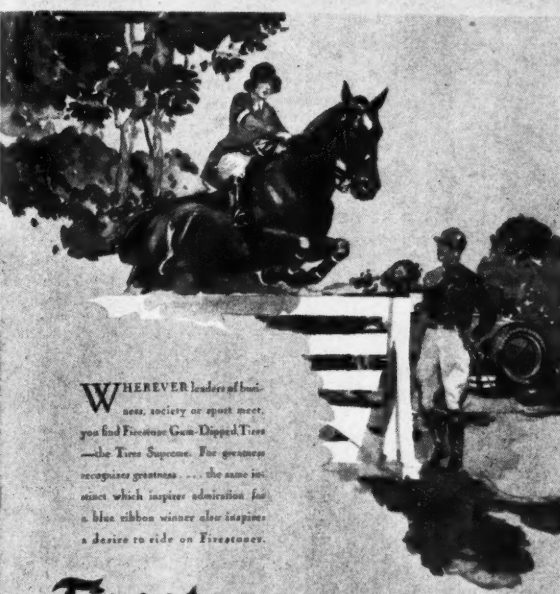
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cal service




Gum-Dipped for Safety, Comfort and Economy



WHEREVER leaders of business, society or sport meet, you find Firestone Gum-Dipped Tires—the Tires Supreme. For greatness recognizes greatness... the same instinct which inspires admiration for a blue ribbon winner also inspires a desire to ride on Firestones.

Firestone

W. S. Firestone



When officials of the Conference of Major Industries selected nine industrial pioneers for honor, five of them, Ford, Firestone, Eastman, Edison and Rosenwald, were large advertisers. Cyrus H. K. Curtis, the great publisher, is also a large advertiser, while the fruits of the labors of two others, Orville Wright and Glenn H. Curtiss, will eventually be widely advertised. Charles H. Schwab, the other member of the group to be honored at the testimonial dinner of the conference held Wednesday evening, October 24, is the only member of the group whose products might have been advertised who has not availed himself of the power of advertising. Thus advertising shares with these pioneers the honor accorded them by leaders of the nation's business.

Keep a MOVIE RECORD of the Big Events

a thrilling film of your boy in
action—on gridiron, track or diamond—
from grade school through college

As you sit in the stands and watch, you're playing the game with him.

When he backs the line, you can almost feel the impact yourself. When he carries the ball down the field, you're running along beside him. When he tackles an opposing player, your arms stretch out with his.

How exciting it all is, and how proud you are! What a pity that in a few short moments the game is over. But, fortunately, there is now a way to bring home with you every fascinating bit of play in which your boy took part... a way to make a permanent living record of what he does in each athletic competition.

Look around at every game and you'll see other parents seeing this new opportunity. For today home movies with the Cine-Kodak are as easy to make as snapshots. Unhindered by the precedents and penalties of professional cinema camera design, the men who made still

photography so easy have now made home movie-making equally simple for you.

Get a Cine-Kodak and keep a movie record of the big events. Make a thrilling film of your boy in action—on gridiron, track or diamond—from grade school through college. Today, as in other years, it will be priceless.

Go today to a Cine-Kodak dealer and let him show you how easy it is to operate this simplified movie camera.

Let him show you, as well, the Kodascopes which project your films on your own home screen with amazing clarity and brilliance. Don't be afraid that the price will be too high—complete outfits, Cine-Kodak Kodascopes

Armistice Day Note Many a Kodascope owner will celebrate the anniversary of November 11, 1918, by throwing on his own home screen official United States War Department movies of the World War, filmed in action by the Signal Corps and made available for home projection by the Eastman Kodak Co.

War Kodascopes are 20 feet per reel, cost \$14 each at your dealer's, and, like other Kodak Kodascopes, become a permanent part of your film library. A special authentic war film is also offered, entitled "America Goes Over"—2000 feet—\$1.90. Other Kodascopes on many subjects—drama, comedy, travel and cartoons—are also available, \$7.50 per 100 feet.

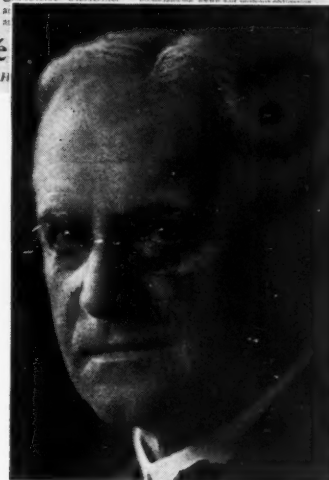
EASTMAN KODAK COMPANY
Days 147, Rochester, N. Y.



Ciné
Simplest of All



Sears, Roebuck and Co.
Philadelphia Fall and Winter 1928-29
Values and Information Plus Pleasure and Fun



ONE OF A SERIES OF INSTITUTIONAL ADVERTISEMENTS PUBLISHED BY THE HEARST NEWSPAPERS



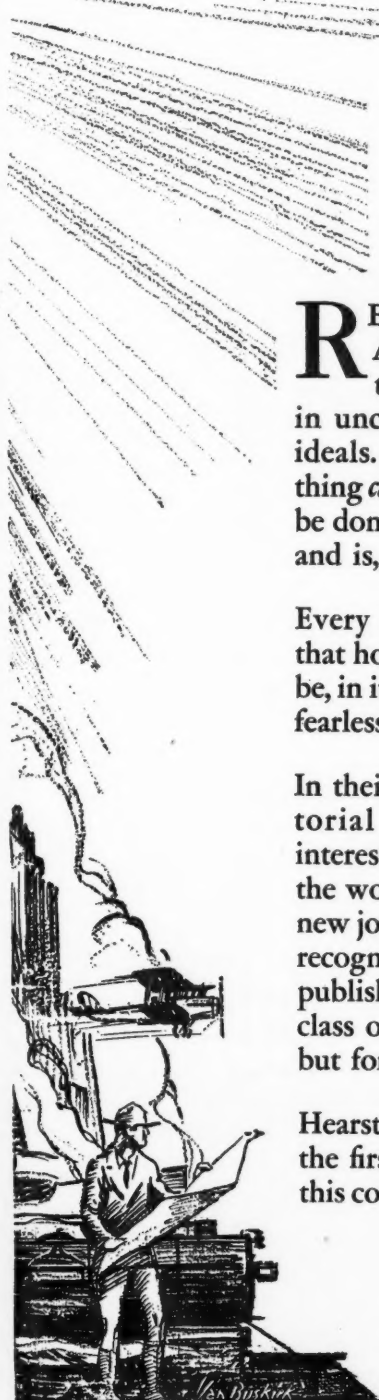
These newspapers, which are read by more than 20,000,000 people, paid over \$50,000,000 in salaries last year.

New York American	Chicago Herald and Examiner	San Francisco Examiner
New York Evening Journal	Chicago American	San Francisco Call
Albany Times-Union	Washington, D. C. Herald	Oakland Post-Enquirer
Rochester Journal	Washington, D. C. Times	Los Angeles Examiner
Rochester Sunday American	Boston Evening American	Los Angeles Herald
Syracuse Journal	Boston Sunday Advertiser	Wisconsin News (Milwaukee)
Syracuse Sunday American	Detroit Times	Seattle Post-Intelligencer
Atlanta Georgian	Baltimore News	San Antonio Light
Atlanta Sunday American	Baltimore Sunday American	Pittsburgh Sun-Telegraph
	Omaha Bee-News	

HEARST

ER
S
APPEARING IN NEWSPAPERS IN EIGHTEEN KEY CITIES AND IN LEADING ADVERTISING PUBLICATIONS

INTERPRETING THE SPIRIT OF AMERICA



RESTLESS, unsatisfied, unafraid, America has marched swiftly and triumphantly through the years in unceasing pursuit of its national ideals. Considering, not whether a thing *can* be done, but whether it *should* be done, then doing it—that has been, and is, the Spirit of America.

Every institution, every newspaper, that hopes to interpret this spirit must be, in its policies, as progressive and as fearless as the public it hopes to serve.

In their militant and courageous editorial championing of the public interest, Hearst Newspapers have given the world a *new* journalism, because a new journalism was needed—one that recognizes the necessity for newspapers published in the special interest of no class or creed—no party or person—but for the whole people, *always*.

Hearst Newspapers, beginning with the first, in 1887, have held firmly to this conviction. Today, forty-one years

later, in eighteen key cities from the Atlantic to the Pacific, twenty-eight Hearst Newspapers, entering over five million homes and read by more than 20,000,000 people, still place the public welfare above all else—still hold an unbounded faith in their country's future.

Close to the heart of America, understanding and sympathizing with its desires and hopes, Hearst Newspapers strive to reflect accurately the spirit of its people. As evidence of their success in doing this, more than one-fifth of the entire newspaper reading public of America today, as a matter of personal preference, believe in, and look to, Hearst Newspapers for information, inspiration, and leadership.

It is a mighty responsibility for any institution to carry. It is an honored work, this, to interpret the will and promote the welfare of a great people moving on to a great destiny.



Keystone of the Hearst Newspapers

NEWSPAPERS

A. B. C. Seeks Higher Quality of Circulation

"We must not let our publishing standards be lowered in the wild scramble for mere numbers. Business is insisting upon definite information about its markets and the media for reaching them, and the A. B. C. may take pride in the place of authority which is accorded to its reports."

With this assertion, P. L. Thomson, president of the Audit Bureau of Circulations, in his report to the annual meeting of the bureau at Chicago, Thursday, urged increasing cooperation of agencies and publishers, and particularly of advertisers, in its work for the "most effective and economical distribution of products to their markets."

Surveying the work of the past year, Mr. Thomson said that the bureau "fell fifteen short of making an audit for each one of our 1,410 publishing members. The reason for this," he explained, "is a shortage of trained man power."

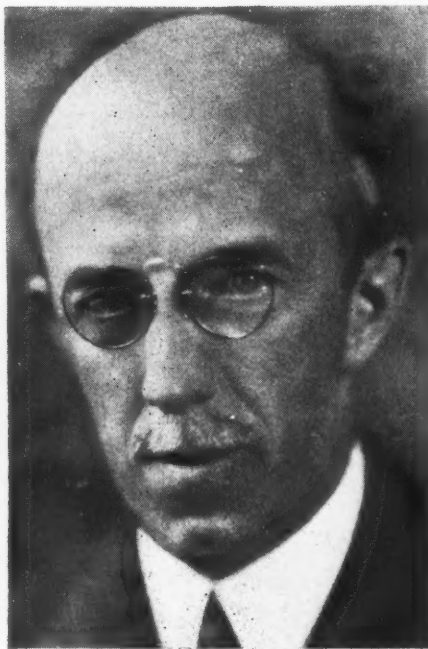
This year investigations were called for in Denver, Omaha, Oklahoma City and Philadelphia—consuming a great deal of time and disrupting A. B. C. auditing routine.

To speed up the work hereafter, Mr. Thomson said, a territorial division of the auditing staff between the Chicago and New York offices is contemplated, when the auditing of publications in the New England States, New York, New Jersey and Pennsylvania will be directed from the New York office.

Mr. Thomson recommended that the 1929 meeting of the bureau, breaking the "Chicago" precedent, be held in Washington. "The advertiser and agent organizations," he explained, "have both found Washington the best city for their meetings."

Net gains in various classes of membership were reported for this year. The total membership is now 1,865—approximately half of which are daily newspapers. The others are divided as follows: national advertisers, 158; local advertisers, 50; advertising agents, 187; farm papers, 75; magazines, 194; weekly newspapers, 25, and business papers, 253.

"The national advertisers," Mr. Thomson pointed out, "continue to hold the smallest representation in the bureau in relation to their numbers and the stake which they have in the bureau's aims and achievements. Until they realize the importance of their



P. L. Thomson

financial as well as their moral support, the obligations of these thousands of national advertisers are being cheerfully carried by the valiant band of 160 of their members who pay for the privilege of being associated in this undertaking."

Reviewing the accomplishments of 1928, the president said that the organization has found the solution of the problem of differentiating between a morning and an evening newspaper.

"A committee of directors has made an exhaustive study of the basis for revised forms for magazines, business and farm papers. Conferences have been held with representative groups of advertising agents and publishers and your board has offered for your consideration a new publishers' form for magazines which we believe carries with it the unreserved approval and support of most of those who have studied it. Its adoption will, we believe, mark a distinct forward step in the more complete and accurate appraisal of the character as well as the quantity of a publication's circulation insofar as these elements can be measured by auditable facts.

"Only slight changes in the magazine form will be necessary to adapt it to the requirements of the other classes of periodicals. There remains to be worked out revisions in the newspaper

form, including a more scientific basis of determining the trading area of any city."

Among problems still remaining to be solved, he said, are those of subscriptions in arrears, the excess cost of audits, independent canvassing organizations and of contest circulation. "One of the bureau's rules which I believe open to question," Mr. Thomson continued, "is that which allows subscriptions unto six months in arrears to be counted as net paid, and on a par with those which have actually been paid up for the term covered by the subscription."

"I would not suggest that the next step be the recognition of no arrearage period whatsoever, although I believe that is what we shall come to some day. But I do think that we should make our rule tally with the reason offered for an arrearage period and not allow it to remain a cloak to disguise unpaid subscriptions. That is what our present rule does."

Mr. Thomson suggested a solution to the problem of extraordinary expenses arising from outside investigations. "Either," he said, "the membership as a whole must pay the excess cost or else the papers immediately involved must do so."

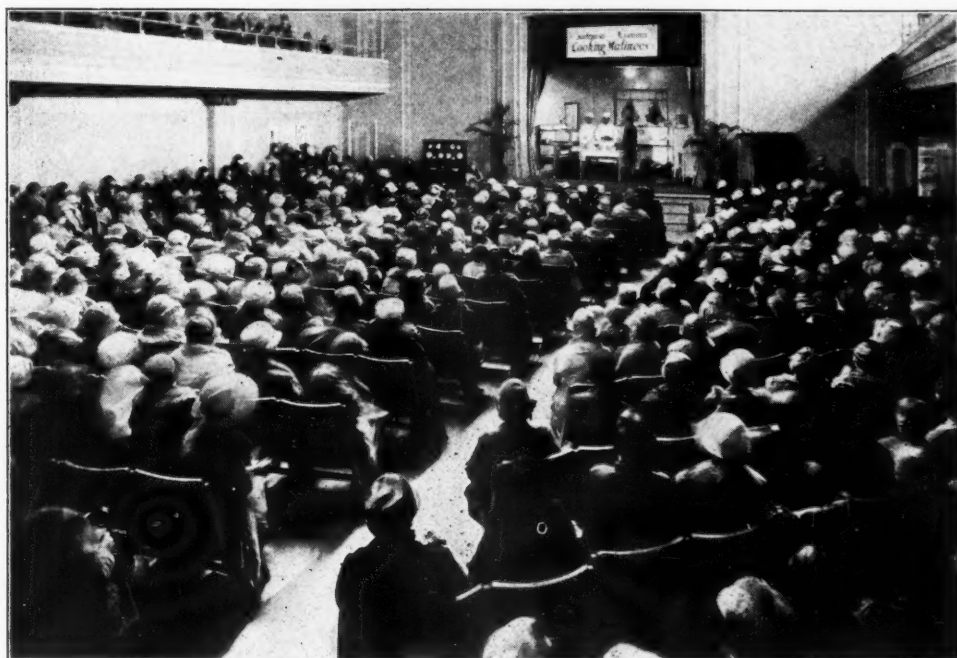
"The bureau's procedure," Mr. Thomson explained, "has always been to divide the cost of an outside investigation among the papers competing in that field, regardless of the results of the investigation. To attempt to apportion costs according to merit or demerit has always seemed wholly impracticable. The bureau has found that the only practicable way to deal with the question is to consider them as a community or field condition, brought on by competition, and to assess the costs on the group, share and share alike."

"If anyone has a program which is not only theoretically more just but practically as workable, the bureau would welcome it; but until such a plan is worked out what can the bureau do but insist the bills be paid as rendered?"

On the subject of intensive canvasses, the speaker said that both publisher and advertiser should be "interested in circulation built by sound methods," and should cooperate to "correct abuses which are threatening the subscription agency business."

"Certainly our publishers do not wish to pay good money to subscription agencies for subscriptions for which the publishers do not get credit in their A. B. C. audits, and which, by the very nature of the case, are not renewable in anything like normal quantities. Advertisers and agencies

(Continued on page 257)



Playing to S.R.O. at Examiner's Cooking Matinee!

ACT I—We found the Chefs. And the fine hotels and clubs of San Francisco have a name for retaining good ones.

ACT II—Prudence Penny, of The Examiner, outlined the program. She has quite a reputation among San Francisco housewives herself.

ACT III—We told them about it in The Examiner.

ACT IV—The photo shows a few of the 1,000 and then some who responded to the first Examiner Cooking Matinee in the Auditorium of The Emporium, one of the greatest department stores in the West. (More than 2,000 were turned away for lack of space.)

EPILOGUE—Somehow, it seems that this must have some bearing on the fact that The Examiner leads in **National Groceries Advertising Lineage**—and in some four out of five other National Advertising Classifications as well, in San Francisco.

**EXAMINER FOOD ADVERTISERS ARE HAVING THEIR PRODUCTS
USED AT THESE MATINEES**

**FIFTH IN NATIONAL ADVERTISING
LINEAGE AMONG U.S. NEWSPAPERS**

San Francisco Examiner

Daily, 186,890 — Sunday, 368,928

"One of the twenty-eight Hearst Newspapers read by more than twenty million people."

Member of International News Service and Universal Service.

Member Associated Press.

Member of Audit Bureau of Circulations.

United Cigar Stores to Distribute La Lasine in United States

The United Cigar Stores Company of America and La Lasine International, Inc., have formed an alliance by which antiseptic products of the latter company will be distributed in this country by United Cigar Stores.

The antiseptic, discovered by the French chemist, Laval, was used to combat influenza in Europe during the war.

The United Cigar Stores Company has acquired a substantial stock interest in La Lasine and is also represented on the board of directors. The United chain and its subsidiaries, including the Whalen Drug Company, are under contract to promote the sale of La Lasine for ten years. The announcement said the alliance represented a step in the program of the United company to expand its merchandising into what are ordinarily considered drug store lines.

Charles W. Hoyt Company Names Talley Chairman

Ralph L. Talley, for a number of years vice-president of the Charles W. Hoyt Company, has been elected chairman of the board, and Winthrop Hoyt, formerly an account executive, president, to succeed his father, the late Charles W. Hoyt.

T. F. Flanagan continues as a vice-president and William P. Mullally, who has been head of the financial advertising department and was at one time operating his own agency in New York City, is also a vice-president. Arthur H. Gates remains as secretary-treasurer.

Guck and Nourse Go to San Francisco Examiner

Homer Guck has been appointed general manager and James Nourse, managing editor of the San Francisco *Examiner*. Mr. Nourse left San Francisco for an assignment on the Hearst organization in the East, where he was acting chiefly as a special writer in Washington. Mr. Guck was with the Hearst organization in New York City before going to the Coast.

Dan Hart has become advertising manager of the *Examiner*. Engaged for twenty years in newspaper advertising and editorial work in the West, Mr. Hart most recently has been in the local display department of the *Examiner*. Before that time he was business manager of the Vallejo, California, *Times*.



Tim Thrift

Direct Mail Association Names Thrift President

Tim Thrift, sales promotion manager of the American Sales Book Company, Elmira, New York, was elected president of the International Direct Mail Advertising Association, in convention in Philadelphia, last week. Homer J. Buckley of the Buckley-Dement Company, Chicago, formerly president of the association, was chosen honorary vice-president for a five-year period. Other officers are H. T. Lowry, Toledo, vice-president, and Frank L. Pierce, Detroit, secretary-treasurer, and executive head of the association.

The next convention will be held in Cleveland, October 9-11, 1929.

The *Printed Salesmanship* trophy was again awarded to Miss Alice E. Roche of the Louis Paret Agency, Camden, New Jersey, for the most noteworthy work in printed salesmanship created and executed during the year by a woman; the J. L. Hudson Trophy was presented to Abraham and Straus, Brooklyn, for the best advertising by department store; Alberman Paper Company trophy, to John F. Coakley, Newark, for the best blotter campaign; Multigraph Sales Company trophy, to Henry Hoke, Pittsburgh, for the best form letter campaign; Cleveland Folding Machine Company trophy, to Brooke, Smith & French, Inc., Detroit, agency, for the best printed sales literature with at least two folds; Silvertone Envelope Award, to Caslon Company, Toledo, for their design, "The Ace of Shovels."

National Advertisers Will Hear Cowie in Annual Convention

Robert E. M. Cowie, president of the American Railway Express, will tell of "The Advantages of Air Transportation" in an address before the annual banquet of the Association of National Advertisers at Atlantic City, Tuesday night. The banquet will be the climax of the association's convention there next Monday, Tuesday and Wednesday.

The question, "Where Are We Going in Advertising Copy?" will be answered Monday morning by Raymond Rubicam, of Young & Rubicam advertising agency. Group meetings Monday noon will be followed by a discussion on "Testing Copy," by S. H. Giellerup, of Frank Seaman, Inc., and Bernard Lichtenberg, of Alexander Hamilton Institute. Joseph B. Platt, art director, the *Delineator*, is to speak on "Modern Developments in Advertising Art," and Kenneth Collins, of R. H. Macy & Company, "The Department Store's View of Modernism."

On Tuesday, Gorton James, chief of the domestic commerce division in Washington, will describe "What the Government Is Doing in Business"; E. M. West, marketing adviser, New York, will speak on "Increasing Profits Through Selective Distribution"; H. E. Mihell, Association of Canadian Advertisers, "What American Manufacturers Should Know About Canadian Advertising"; and John Benson, American Association of Advertising Agencies, "Hiring and Using an Advertising Agency."

A joint discussion on the subject, "Manufacturer-Dealer Cooperative Advertising," will be held by C. F. Farnham, of the American Stove Company, and C. B. Tooley, McCallum Hosiery Company.

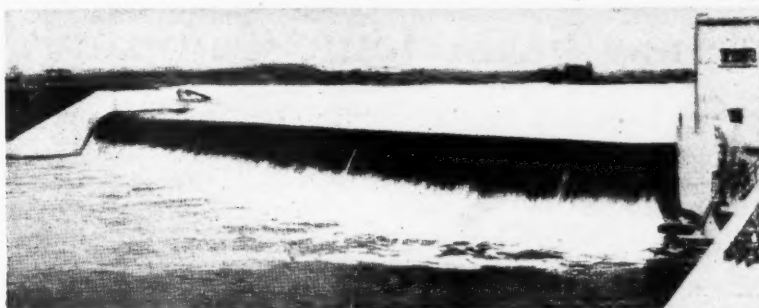
"Results From the Use of Window Display" will be analyzed by C. W. Drepperd, of the Hamilton Watch Company, on Wednesday.

Officers of the association will be elected Tuesday. William A. Hart, advertising manager of E. I. du Pont Nemours & Company, president, is not seeking re-election.

The Sonora Phonograph Company, Inc., New York City, has opened district offices for the Southeast at 249 Peachtree Street, Atlanta. H. D. Berkeley will be sales manager for the territory, which comprises Georgia, Florida, Alabama, South Carolina and parts of North Carolina. A regional advertising campaign is now being laid out and will soon be launched.

Is Your Advertising Going Over The Falls In Akron?

If you are using Cleveland newspapers or are not using the *Beacon Journal* you are not covering the Akron market and the money you are spending for advertising is "Going Over The Falls"



22,000,000 gallons of water are taken out of this dam daily for use in the City of Akron, the rest flows on over the dam, finally emptying into Lake Erie.

17,083,408 lines of advertising were printed in *The Akron Beacon Journal* in 1927, reaching the majority of readers in the Akron district. Linage placed in Cleveland papers, or other mediums "flowed on" past a large number of newspaper readers!

One Cleveland Paper Says:

Reliable authorities estimate the total income of Akron from salaries, wages and investment was \$201,870,000 in 1926.

This income, with few exceptions is spent in Akron stores. Eleven of these are large department and dry goods stores, 149 are men's furnishing and clothing stores, 19 are women's apparel stores, and 44 are furniture dealers. These stores all advertise in Akron newspapers, two in number—which have a combined circulation of 127,614, according to the A.B.C. reports of March 31, 1928.

To those who follow Babson's chart of business conditions, and the report issued by the United States Chamber of Commerce it is no news that Akron is marked "Good," while Cleveland is marked "Fair" during the summer of 1928. If Akron were a part of the Cleveland market—and was recognized as such by these reliable statisticians—it would naturally be included in *The Cleveland Business Area*, and be marked not at all. But Cleveland business has little influence over Akron.

To Truly Cover the Akron Market Use the

AKRON BEACON JOURNAL

Now First in Ohio, Fourth in the Nation in Six-Day Linage

Member of the 100,000 Group of American Cities

STORY, BROOKS & FINLEY, Representatives

New York

Chicago

Philadelphia

Los Angeles

Laundryowners Report Increased Business From Joint Campaign

BY BERNARD J. PRIESTLEY

Uniform increase in business has been reported by member companies of the Laundryowners' National Association as the result of the association's \$5,000,000 four-year cooperative advertising program, now in its first year, asserted Fred J. Millis of the Millis Advertising Company, Indianapolis, in charge of the campaign, at the forty-fifth annual meeting of the association in Boston last week.

Mr. Millis said that he had made inquiries at random among the 1,500 laundryowners attending the convention to learn how their business had fared in the first year of the campaign as compared with last. Of the fifty who supplied definite figures, only one reported a loss in volume. The others had made gains ranging from 9 to 89 per cent, with the average increase at nearly 20 per cent.

In response to the advertising, Mr. Millis said, 1,032,000 letters have been received.

Of the total \$5,000,000, he explained, somewhat more than \$1,500,000 already has been spent. About \$958,000 has been devoted to magazine advertising and \$230,000 to tie-ups. Adding to this the amount of advertising done individually by member companies in newspapers, for direct mail and other purposes, as well as the association's own direct mail literature and other promotional work, he estimated that the laundry industry is now devoting \$4,000,000 a year for publicity purposes.

This expenditure, Mr. Millis said, amounts to only three and one-third cents of the total annual laundry bill of the average family, hardly one-fourth of the proportion spent to promote electric refrigerators.

Mr. Millis and Victor A. Kramer of the Seacrest Laundry, Elmhurst, Long Island, pointed out that the national campaign could only help pave the way toward increased business for the individual laundryowner and would not take the place of individual advertising effort.

In order to derive full benefit from the campaign, Mr. Kramer added, the laundryowner must advertise consistently, he must give service that is efficient and complete, and he must employ route men that are eager and intelligent. In his own concern, he said, he emphasized the idea that the laundry produced "bundles of satisfaction" rather than mere packages of

laundry. Every laundry, he said, should play up some slogan.

The convention voted in favor of a thirteen-month year.

The 1929 convention will be held in Detroit.

W. J. Henning of Toronto was elected president. W. E. Fitch of La Salle, Illinois, re-elected vice-president, will continue to serve as general sales manager of the association.



G. W. Codrington

G. W. Codrington Heads Winton Engine Company

With the reorganization of the Winton Engine Company of Cleveland, one of the oldest builders of American Diesel engines, Alexander Winton, founder of the company and for many years its president, has become chairman and George W. Codrington president. Mr. Codrington, formerly vice-president, will be in active charge of designing, building and marketing of the company's products. The operating and sales personnel remain unchanged.

Arthur G. Griesse, for several years Eastern representative of the Winton Engine Company, is now vice-president.

The New York State Traveling Men's Association will hold their annual banquet at the Hotel Pennsylvania, New York City, November 24.

1929 Tire Dealers Must "Go Big or Go Out," Predicts O'Neil

"This is the year tire dealers either have to go big or go out," William O'Neil, president of the General Tire & Rubber Company, asserted before a salesmen's convention of his organization at Akron the other day.

"Although price cuts have knocked the props from under the cheap tire merchants and manufacturers," he asserted, "the quality tire distributor can grow prosperous."

The General company operates under the policy of an exclusive dealer in each town except in New York, Philadelphia and other large cities.

Several sales executive changes have just been made in the company. Dan Kimball, San Francisco branch manager, is now Pacific Coast manager, and W. G. McCruden, who has been Chicago branch manager, has become manager of the Central West territory at Chicago.

Fred Maloney, in charge of taxicab tire sales, has been appointed New York manager. Mr. Maloney's appointment will relieve Sam Poor, sales manager of the General company, who in the past has devoted much time to the New York territory.

Homer McKee Launches Agency in Chicago

The Homer McKee Company, Incorporated, of Illinois, has been formed at Chicago to conduct an advertising service. Homer McKee is president; A. L. Salisbury, vice-president and general manager; E. W. Springer, secretary-treasurer; Leo N. Burnett, vice-president in charge of production, and William T. Young, Jr., vice-president in charge of merchandising.

Mr. McKee has been president of the Homer McKee Company, Incorporated, of Indiana, which he founded in 1917 and which continues as a separate company.

Mr. Burnett, also vice-president of the parent company, was formerly advertising manager of the Cadillac Motor Car Company; Mr. Young, another vice-president at Indianapolis, was formerly assistant general sales manager of the Marmon Motor Car Company.

"Ad-wrap," a new patented water-marked process wrapping-paper, manufactured by the Pacific Northwest Paper Mills, will appear shortly in a national advertising campaign. The Botsford-Constantine Company, Portland, is handling this account.

B. L.

(Before Lindbergh)

TWO years before Lindbergh's flight—before aviation was the popular topic it is today—the editors of SALES MANAGEMENT sensed the inevitable development of aviation as a business necessity.

In June, 1925, we began printing facts about aviation. Members of our staff interviewed business leaders and flying authorities to obtain facts on aviation developments,—to show the sales department's need for airplanes.

In the June 13, 1925, issue Captain Rickenbacker, in an exclusive interview with a member of our staff, told our readers what to expect of aviation, what was needed to insure a rapid growth and what was holding back development.

In the September 18, 1926, issue another writer presented facts about the use of airplanes in the sales department; told how sales managers were using planes for quick coverage

of territories at the beginning of the selling season.

William B. Stout, president Stout Metal Airplane Company, contributed an intensely interesting article, "Flying Sales Executives," to the April 2, 1927, issue.

Since Lindbergh's flight and the quickening interest in flying SALES MANAGEMENT has continued to print the facts about the use of airplanes in the sales department. Facts about operation costs, time saved, future sales outlets for planes; examples of methods used in selling this industry and other phases of aviation have been thoroughly covered.

Readers rely on SALES MANAGEMENT for latest news, authoritative facts, and current developments in all phases of sales and advertising. The list of articles shows how well we have lived up to our readers' expectations in handling one phase of sales activities.

Aviation Articles Printed Before Lindbergh's Flight

"Is Aviation Starting to Repeat Auto History?" By Captain E. V. Rickenbacker, vice president, Rickenbacker Motor Company, June 13, 1925. (Captain Rickenbacker is now a sales executive with Cadillac Motor Car Company.)

"When the Sales Department Begins Using Airplanes," By Edwin H. Shanks, September 18, 1926.

"Flying Sales Executives," By William B. Stout, vice president, Stout Metal Airplane Company, April 2, 1927.

Aviation Articles Printed After Lindbergh's Flight

"How Advertisers Capitalized the Lindbergh Flight," June 11, 1927.

"Aerial Photographs as Sales Tools," July 9, 1927.

"Royal Typewriter Puts Wings on Portables," October 1, 1927.

"Airplane Advertises Old Gold in Boston," October 29, 1927.

"Flight of Plane Squadron Features Milwaukee-Chicago Aviation Meet," April 14, 1927.

"Airplane Salesman Compares His Work With Early Automobile Selling," By John L. Scott, April 28, 1928.

"Can Airplanes Earn Their Salt in Sales Work? By John L. Scott, June 9, 1928.

"Berry Brothers Tell How to Sell the Airplane Industry," August 25, 1928.

"Remington Rand Salesmen Take the Air," By Louis M. Cottin, Remington Rand Business Service, October 13, 1928.

Regional Direction Plan Inaugurated by Aetna; Supervisors Named

The Aetna group of insurance companies has adopted a regional division plan for agency supervision proposed by K. A. Luther, vice-president.

The plan provides for the division of the seventy-four Aetna general agencies into six geographical zones, with each zone under a division superintendent. The superintendents will have headquarters at the home office, but will spend part of their time in the field discussing the problems of the agencies in their respective zones.

Mr. Luther will have charge of the metropolitan division and general supervision over the entire system. He will be assisted by Assistant Superintendent of Agencies R. L. Place.

The Central division will be under the supervision of Assistant Superintendent of Agencies L. O. Schriver. Superintendents of the other divisions are: Pacific, J. N. Adams; Eastern, W. C. Cousins; Southern, C. F. Gay; and Western, W. F. Stone.

Mr. Place, formerly an assistant manager of the group department, has been active in salary budget insurance. Mr. Schriver, now assistant superintendent of agencies, will also continue in charge of the sales training section. Mr. Adams, assistant general agent, was formerly agency supervisor. The new head of the Eastern division, Mr. Cousins, has been active in promoting the accident and health work of the company; Mr. Gay has been with the Little Rock general agency, and Mr. Stone in Los Angeles, where in 1927 he paid for \$417,000 of new business.

Scripps-Howard Opens West Coast Offices

Scripps-Howard newspapers now have their own Pacific Coast offices, at San Francisco and Los Angeles. The office in San Francisco is located at 340 Ninth Street, with A. Stone Waldo as manager. George J. Burns is manager of the Los Angeles office, at 1031 Broadway.

Mr. Burns was formerly president of the G. Logan Payne Company, publication representatives, and was one of the organizers of the firm of Payne, Burns and Smith.

Mr. Waldo until recently was manager of national advertising for the San Francisco *News*, a Scripps-Howard newspaper.

A general conference of business managers of Scripps Howard newspapers will be held at French Lick, Indiana, November 13 and 14.



K. A. Luther

Four Van Raaltes Leave Hosiery Company

Four members of the Van Raalte family—E. Van Raalte, Morton and Byron, his sons, and Benjamin Van Raalte, son of the late Z. Van Raalte—have sold their holdings and withdrawn from the Van Raalte Company, hosiery and underwear manufacturers, New York.

Malcolm G. Van Arsdale has succeeded E. Van Raalte as president of the Van Raalte Company. John R. Simpson is now chairman of the board and Arthur Van Raalte, also a son of the late Z. Van Raalte and formerly treasurer, is vice-president in charge of production.

Henry C. Ferrier, assistant merchandise manager of the Associated Merchandising Corporation, will join the Van Raalte Company about November 1, as sales production manager.

Fargo Motors Will Form Own Dealer Organization

Distribution of products of the Fargo Motor Company, recently formed as a division of the Chrysler Corporation, will be handled through the Fargo corporation's own dealer organization, Harry A. Kauffman, sales manager, announced this week.

Dealers are being selected at the discretion of the Fargo company from the Chrysler-DeSoto-Plymouth organization, Mr. Kauffman said, although many will be chosen from outside the Chrysler dealer organization.

August 12 Contemplated As Opening Date For Berlin Convention

The week of August 12, 1929, has been suggested by American executives of the International Advertising Association for the twenty-fifth annual convention to be held in Berlin, Earle Pearson, general manager, asserted this week. This date awaits the confirmation of the Berlin executives. Owing in part to reduced rates on many steamship lines after the first of August, Mr. Pearson said, preparations are being made to provide for at least 1,000 American delegates.

Three groups—the British, Continental and American branches of the association—will be represented about equally at the meeting, Mr. Pearson said, and the same proportion will be made in the number of speakers. Since many of the speeches will be made in German and other languages, he explained, they will probably be printed in advance and distributed at the door of the hall. The convention will be in charge of Dr. Max Riesebrodt, president of the German Advertising Men's Association, and under the auspices of M. Etienne Damour of Paris, president of the Continental Association.

The association will also hold an American convention at Chicago some time in April. The advertising commission of the association will meet in West Baden, Indiana, November 19 and 20.

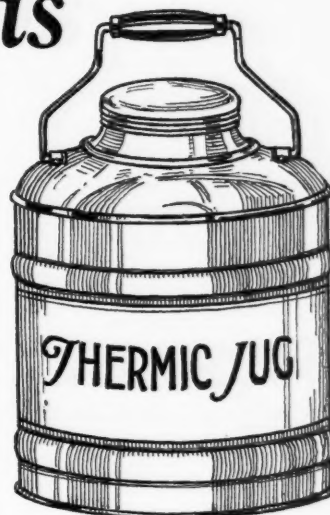
The I. A. A. board of governors, meeting in New York recently, drew a budget of \$250,000—half of which will be devoted to the bureau of research and education; \$50,000 to the advertising clubs; \$25,000 to the commission and \$50,000 to administration and extension.

Harold N. Elterich has joined the executive staff of G. Allen Reeder, Inc., New York agency. Formerly American vice-consul at Chefoo, China, Mr. Elterich, has been manager of the Shanghai office of the Far Eastern Products Company, a member of the export department of the H. J. Heinz Company at Pittsburgh, and since 1925, export manager of the Kraft-Phenix Cheese Company, New York.

W. E. Simmons has been appointed Pacific Coast manager of the Holcomb & Hoke Manufacturing Company, makers of electrical equipment, musical instruments, freezer counters for markets and delicatessens and other equipment. Mr. Simmons' branch sales office will be in Oakland.



—and so they
did this



A Middle West candy manufacturer . . . end of poor season . . .
1200 pails hard candy which salesmen couldn't sell . . . facing \$4000
carry-over and cold storage . . . cut in established price of \$3.50 would
have had effect on rest of line . . . bought thermos jugs at \$1.25 . . .
made offer by mail to dealers . . . jug and pail of candy \$5.00 . . .
result . . . sold 3,870 pails in 60 days . . . regular price for candy
and covered cost of jugs and handling.

¶ Every sales manager faces problems. Many of them are sudden and call for quick results.

¶ "Merchandise" advertising or sales promotion—whether premiums, combination sales offers, prizes, or advertising specialties—produces *action*. And it's the only kind of advertising you don't pay for unless you get results.

¶ If your product can be used by others in this way here is a big additional market for you.

¶ Let us send you a copy of our October issue telling how premiums are increasing the sales of McDougall Kitchen Cabinets.

THE NOVELTY NEWS

Graybar Building

New York City

Advertising and Sales Promotion Through Merchandise

“WIFE”

WHAT HAMPERS RAILROAD COOPERATIVE ADVERTISING: L. A. Downs, president, the Illinois Central System, writes: “I agree with you upon the desirability of using advertising to better the public relations of railroads. But,” he continues, “there are nearly 200 class I railroads, with policies differing in some cases about as widely as policies can differ. To bring them into agreement upon any program of concerted action, concerning which opinions are divided, is well-nigh impossible. Such a condition may refute the idea that the railroads are controlled by Wall Street, but it makes agreement upon a collective advertising program, if not impossible, at least remote.” What Mr. Downs says of the obstacle to collective railroad advertising—that concerted action among clashing interests is well-nigh impossible—describes the conditions precedent to almost every campaign of associated advertising. Members of the fruit growers are divided by keen competition, the brass and copper men are pronounced individualists, each laundryman is struggling to get more than his share of business, the public utility companies do not hesitate to encroach on each other's territories. But all these and many other groups of business rivals with varying views have been able to see that they could stand together on the common ground of cultivated public acceptance of their respective industries. Independence of action in behalf of individuals within these groups has not been curtailed or in any way impeded by union for the broad purpose of improving public relations in the general interest. And the fact that the eastern and western associations of railroad executives exist and maintain public relations committees to do this very thing would seem to prove that the difficulties referred to by Mr. Downs are not insuperable. If these committees can function at all, and we know that they are by no means inactive, there is no obvious reason for not making the most of their opportunities.

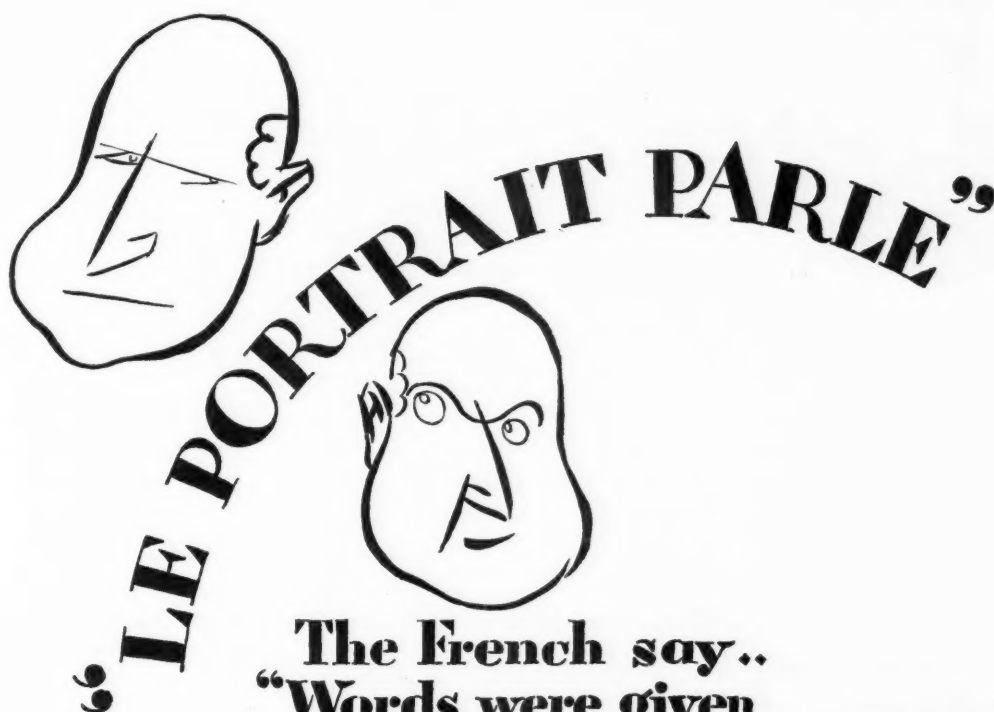
VANISHING PRIVATE BRANDS: Evidence continues to pile up that private brands unaided by advertising are being pushed aside by competing brands which have the benefits of advertising. Just a few weeks ago one of the largest wholesalers in the country approached a textile manufacturer, who is one of the leaders in advertising textiles, and offered to drop his own private brand if given selling rights on the manufacturer's well-advertised brand. This wholesale house has long been looked upon as one of the strongholds of the private brand idea, yet when an advertised brand appears on the horizon this wholesaler is only too glad to drop private ones. Without going into the merits or demerits of private brands from the standpoint of the wholesaler who fosters them

there seems to be no question that private brands have seen their best days. The intense effort to cut down the number of brands on dealers' shelves, the demand for quick moving merchandise and the unwillingness of dealers to take chances with merchandise which must be pushed by means of “p.m.'s,” bonuses to store salespeople and similar methods have helped put private brands on the toboggan. But the chief reason is that the manufacturer, having built up good will and acceptance for his product in the minds of the public, has built up a force which is more powerful and potent than the arguments of all the private brand sellers combined. Any manufacturer of a good product who goes direct to the public with his story so fortifies himself that even the gigantic chains must bow to the force of this advertising and give their private brands a back seat.

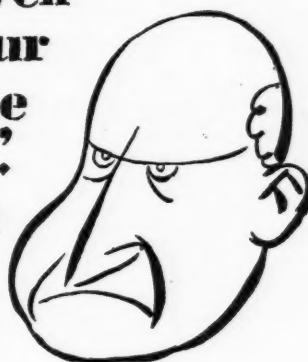
FAULTY READING OF BUSINESS FIGURES:

Newspaper headlines informing the public that automobile production declined in September were misleading in a way that is typical of much current interpretation of business figures. It is true that the output of cars in September was less than it was in August, the fact to which the headlines referred. But this has been true of every year since 1925. If the rule had been broken this year the event would have deserved emphatic notice. As a matter of fact, the current September output of passenger cars broke all records for that month, exceeding by more than six thousand cars even that of 1926, while the decline from the previous month was only 10 per cent, compared with a corresponding decline the year before of 17 per cent. The real news under the faulty titles was that automobile production this year, as shown by the September figures, was going forward at a rapid pace. It is to be presumed that persons seriously interested in the industry discovered the salient facts in spite of deceptive headlines. But it would be better for industry in general if, for benefit of more casual readers of such news, greater care were exercised in presenting important statistical information. The attitude of the general public to any industry is a factor in the psychology of business that cannot safely be tampered with.

A SALESMAN IS AS GOOD AS THE INCENTIVE YOU GIVE HIM: One of the leading organizations of sales managers recently sent out a questionnaire to ascertain what subjects were most important to their members. The problem of compensating salesmen was voted the most important by a majority of the members. Inquiries for data on plans for compensating salesmen are coming into our office at a rate that indicates a general study of compensation plans. Everywhere sales managers are planning to improve compensation methods. This is a good sign. It shows that sales executives fully realize the importance of giving their men the right sort of incentive to work.



The French say..
"Words were given
us to conceal our
thoughts, but the
picture speaks..
It spreads with a
thousand tongues
if it is framed with
in a scintillating,
motivating idea.

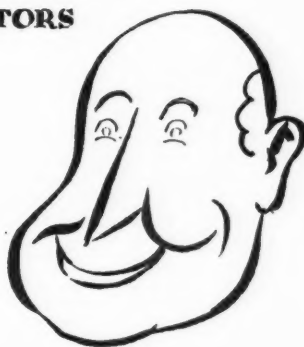


**MARTIN ULLMAN
STUDIOS INC^D**

250 PARK AVE. NEW YORK

VANDERBILT 4 5 6 3

**IDEA CRÉATORS
NOT JUST ILLUSTRATORS**



Bausch & Lomb Apply the Four "W's" to Sales

(Continued from page 231)

able. It won't cost much to eliminate the worthless ones. We'll contact them first by direct mail and follow up at first only those that appear promising.

"This year for the first time we will have an adequate, completely classified advertising budget for each classification. We are going to spend a lot more on our direct mail than ever before, because we know exactly what we are spending it for and we know pretty accurately what returns we may expect from it. We know, too, that we are not going to be wasting it, which is something we have never known before.

Taken Over Sales Planning

"We know exactly what each of our travelers is doing. We have taken over the sales planning ourselves and are undertaking to tell each traveler where to go and what to do when he gets there. Others tell us that this must involve an immense amount of office work and must be terribly expensive. It does and it is. But it isn't nearly as expensive as our former custom of letting the traveler plan his own calls. The trouble then was, he didn't plan them as effectively as possible because of lack of time, tabulated data on his territory and realization that his primary purpose was to sell goods.

"We plan the traveler's route, day by day and call by call, for a month in advance. It will be impossible for him to maintain this exact schedule, though, and we don't expect him to; he will have to make some call-backs or else lose some nice business. For that reason we have allowed a rather generous schedule. In addition, we keep a day-to-day check on him and can readjust his schedule as he goes along.

"In order to plan our work intelligently we must have an intimate knowledge of each territory and of existing conditions there at present. This research gives us a better knowledge of this kind right here in the office than any of our salesmen formerly had of their own territories. One of our men from the South Atlantic states made a remark just today about conditions in his territory which I knew to be nearly 100 per cent wrong, for example, and I was able to convince him very quickly that he was wrong.

"We tried this plan in one territory for a year and a half before undertaking to apply it to the entire country. It isn't in operation in all productive territories yet, but it soon will be and we know it is good. When we called in our branch managers and presented the plan to them they all came in saying 'no' to everything; they all went out saying 'yes' to everything and wanting to know when they could have this plan in their territories."

Because of the extensive line of goods, the many classes of prospects and the difficulty of obtaining some of the necessary information, making this analysis has been an unusually big job. By the time it is entirely finished it will have taken the time of a market analyst and a corps of a dozen trained girls for about nine months.

"The first task," G. R. Salisbury, the market analyst, said, "was to classify the goods; to find out what we had to sell. This we did by grouping and sub-grouping, as Mr. Ramaker has already stated. Thus we had the ophthalmic group of frames, lenses and equipment, each subdivided into minor groups such as solid gold frames, gold-filled frames, single-vision lenses and double-vision lenses; then the micro, balo, photo and other groups similarly classified. That was comparatively easy, for the information was readily available.

Classifying Prospects

"Classifying the prospects was not nearly so easy. The nine major classifications include such a variety as educational institutions, Government departments, hospitals, industrial companies and jobbers and dealers of several different kinds. All these are subdivided and detailed, of course. Industrials, for example, are classified as service, manufacturing, mechanical, textile, lumbering and miscellaneous, and each kind of industry under each of these headings is listed.

"Not only so, but to make our advertising and selling efforts as effective as possible, it is necessary to know the names of the individuals who do the buying or on whose recommendation purchases are made. More than twenty different departments in universities, colleges and normal schools use our goods, for example, so we should know the name of the pro-

fessor and of his associates in each of these departments in every such school in the country, so that we can circularize them with direct mail, make sure they have our catalogue and direct our travelers.

"Such information is secured from many sources, then checked and re-checked until we are sure it is correct. We have the catalogue of practically every school in the country that publishes one and these catalogues are being replaced just now at the rate of thirty to fifty a day by new ones coming in. Then we have school directories, annual reports and numerous other reference media. Finally, we send a list to the traveler in a territory and ask him to check it.

Pays in Actual Cash

"That involves an amazing amount of work, but it pays in many ways. We saved enough on the direct mail alone to pay the expenses of the department. About 8,000 pieces a month have been saved by eliminating duplications, dead prospects and others. We were sending as many as five catalogues to one man, and some of those catalogues cost us around a dollar apiece. At the same time many good prospects were not getting our catalogues and literature at all because we did not have their current address. Now we know their addresses and as soon as they move we locate them and change their address; or if we can't locate one, his card goes into a suspense file where it remains until we do find him.

"Next we made a study of each state and county and wrote a comprehensive analysis of it. The analysis of each state includes general facts such as area, density of population and traveling facilities, then a discussion of illiteracy, educational institutions, topography, agriculture, industries, mining and fishing, quality of cultural tone, hospitals and boards of health and Bausch and Lomb distributors.

"Then we took a map of each county in the state and indicated on it, by means of colored stickers, the towns that have large purchasing power, those that have educational institutions where our goods should be used and those that have both industrial and educational prospects.

"Following the map is a list of the industries in the county, giving the names of the companies, schools or others we should contact, together with names of superintendents, professors and others on whom the traveler should call. On the same page, opposite each prospect, is the disposition: Call, send mail, suggest call, suggest mail, traveler suggests

call or mail, and what was actually done, if anything.

"All this material is included in a loose-leaf binder and furnished the traveler in that state while we retain one or more duplicates here.

"The information included is secured from about thirty different sources and is checked and cross-checked to insure accuracy. One who has such a book doesn't have to guess very much about his territory.

"Having determined the number of contacts we should make in a given district, we then consider a readjustment of territory that will enable the traveler to work intensively.

"From this analysis we make up the traveler's call list a month in advance. Each call is listed on a separate slip which provides spaces for: city, state, institution, traveler, department, professor (this is the educational list; an industrial would be slightly different), associates, date, calls, subject, mail and a record of calls and results. Space is economized and information guarded by using symbols to indicate results of calls. The traveler merely marks an 'X' opposite a printed number on the slip. There are fifteen such numbers; enough to cover almost every circumstance.

Duplicate at Home Office

"In preparing the slip the girl makes a copy of it on a duplicate card for our record. The one difference is that the card has little tabs, on which symbols are printed, along its upper edge. These indicate how often the traveler should call, subject, preferred mail, special mail and activity of the account. Tabs not applicable to that account are clipped off, leaving only the applicable ones standing out above the body of cards in the drawer.

"The traveler's call slips, which are of the loose-leaf, visible type, are placed in a loose-leaf binder and arranged by working days of the month. His call list for the month is thus made out in complete detail. Before the end of the month we send him his list for the following month, whereupon he sends in the one he has completed. We then check his slips, transfer the record to our cards and send the slips to his branch manager for study and filing.

"Our cards are of different colors to indicate different classifications of prospects.

"This card system is also the mailing list; that is why the mailing list now is so nearly correct at all times."

One question that may arise in the reader's mind is whether the salesmen make all the calls listed. If they don't they are likely to be checked up at

any time and very easily, too. It is known at the office, for example, that Dr. Blank is no longer professor of biology at a certain school; a call slip bearing his name is included in the traveler's list and he reports that he called on the doctor and found him not interested at present.

The system is a very thorough one, to say the least, and other of its advantages will occur to the experienced sales manager.

A. B. C. Seeks Higher Quality of Circulation

(Continued from page 246)

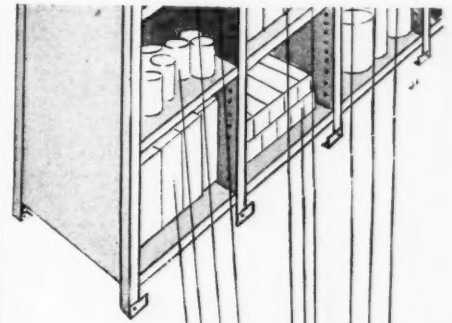
should do their part by examining carefully the A. B. C. reports to see how much business is secured through these channels."

Mr. Thomson also felt that, although in the problems of contest circulation the bureau has no duty except to "weed out the bad, deduct it and give the paper credit for the balance, the situation has some aspects similar to the conditions I have just discussed. "First of all, it is a difficult and expensive matter to separate the good from the bad, and the excessive cost of making these investigations ordinarily leads to irritating controversy when it is assessed against the publishers involved. Usually when a publisher reckons all the costs of conducting a contest the feeling has been that they are poor investments and many publishers have abandoned the plan after a trial."

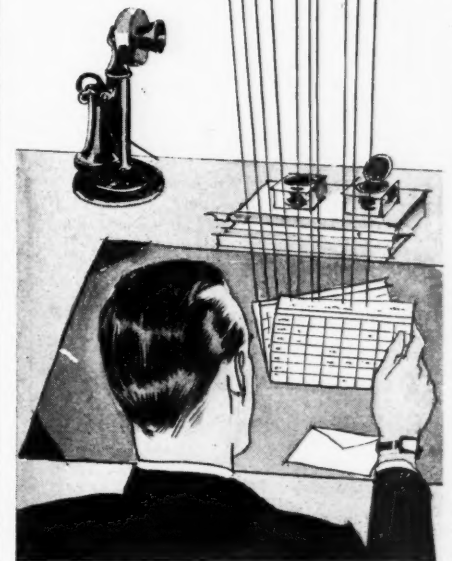
In contrast to the constructive work which the audit bureau has done to provide an index of the market coverage of American newspapers, Mr. Thomson referred to the "bitter war among London newspapers" which has raged in the past year. "The controversy was marked by bitter editorial denunciation of one paper by another, reminding one of the mud-slinging period of American journalism of a generation or more ago.

"Here in the United States and Canada publishers and advertisers have recognized a mutual interest and have established in the A. B. C. a code of rules to protect it. Without such voluntary association the business of circulation would be subject to the same sort of governmental supervision as we saw the Federal Trade Commission proposing this month for publishers with respect to advertising censorship."

E. C. Price has been appointed sales manager of the M. Werk Company, manufacturers of TAG soap, succeeding William S. Drake, Jr.



Are your
PROFITS
leaking out
through your
stock room?



OVERSTOCKS of slow-moving merchandise cost money to carry. Understocks of rapid sellers may cost customers. "Y and E" stock records give a clear picture of stocks at all times. We have ready-made forms for most businesses—or quickly design special record cards. Phone the "Y and E" store or write us.

YAWMAN AND ERBE MFG. CO.

1053 JAY ST., ROCHESTER, N.Y.
Canada: The Office Specialty
Mfg. Co., Ltd., Newmarket, Ont.



**OFFICE
EQUIPMENT**

Outstanding Gains

month after month by the

Boston Transcript

LOCAL
ADVERTISING

For September
gain of 32,333 lines

Year-to-date
gain of 301,989 lines

A record particularly striking
by contrast with
other Boston papers.

DISPLAY
ADVERTISING

For September
gain of 52,094 lines

Year-to-date
gain of 330,976 lines

This is by far the greatest
gain to be made by any
Boston paper.

Qualitative analysis—reader buying
power—establish the *Transcript* as
the sure, economical medium for
reaching Boston's best buying class.

Boston Evening Transcript

Highest ratio of BUYERS
to readers

National Advertising Representatives

CHARLES H. EDDY CO.
Boston New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

An Outline of Mergers

(Continued from page 225)

an illustration of the high character of many of these mergers. The Oneida County Creameries was a well-managed and profitable concern. It will add considerable strength to the rapidly growing Grand Union Company. This transaction was backed by Brown Brothers & Company, one of the oldest and most conservative banking houses in the United States.

The first banker to promote consolidations in a big way was the elder J. Pierpont Morgan. He was prominently identified with the organization of the Northern Securities Company, the United States Steel Corporation, a merger of rival Atlantic shipping interests and several other large combinations that have since passed out of the public eye. The United States Steel Corporation is his outstanding accomplishment. The Northern Securities Company was a scheme to combine the James J. Hill railroads into a non-competing transportation system. The company was dissolved by the Government under a Sherman law prosecution.

A singular thing about the Northern Securities Company is that it was an arrangement for eliminating competition similar to the plan now being fostered by the Interstate Commerce Commission to combine the country's railroad properties. In this one fact we have a striking example of how the Government's attitude toward the so-called trusts has changed in the last twenty years.

"The Father of Trusts"

In the promotion of big combinations even J. Pierpont Morgan would have to take off his hat to Charles R. Flint. He is known as the "father of trusts." In the trust-forming days of the McKinley and Roosevelt administrations he was easily the most active figure. The United States Rubber Company and Cluett Peabody & Company are said to be children of his brain.

Most of the so-called "trusts" of that period, however, were built up from the inside by the man at the head of the business in question. George Eastman was solely responsible for making the Eastman Kodak Company the largest business of its kind in the world. To August Heckscher must be given the credit for the success of the New Jersey Zinc Company. Cyrus H. McCormick developed the International Harvester Company to the giant proportions which it attained.

The American Telephone and Telegraph Company owes its dominance to the genius of Theodore N. Vail. It was James B. Duke who brought the American Tobacco Company up from nowhere.

The American Tobacco Company is typical of the mergers of the previous generation. It was organized by Mr. Duke in 1890. Gathered into this combine were four of the leading tobacco concerns of that time in addition to the Duke business. The consolidation was a huge success. By 1911, when the Government forced the American Tobacco Company to disintegrate, the concern was doing a business of \$325,000,000 annually. This was 80 per cent of the country's tobacco trade.

No Monopoly Trouble

The American Tobacco Company also furnishes us with an example of how the mergers that were organized twenty and thirty years ago differ, from the legal standpoint, from the consolidations that are being formed now. A number of the mergers of that day came dangerously close to being monopolies. The Department of Justice decided that the old American Tobacco Company was operating in violation of the Sherman Act. Undoubtedly it would have proceeded similarly against any combination that was doing 80 per cent of the trade in its field, unless it was manufacturing under patent protection, or under a city franchise.

But now there is not much likelihood of any consolidation, no matter how big it is, attaining a monopoly in its line. The day of the monopoly is virtually past. It is almost impossible for a single organization to gain a stranglehold on the trade in its industry under present conditions. The Government recognizes this and in recent years has largely transferred its prosecutions under the Sherman law and Clayton Act to associations that are alleged to be operating in restraint of trade or are building a monopolistic body. Even associations are gradually winning immunity from the anti-trust laws, except where they are found to be acting in unison to control prices.

So there is not much danger of present-day mergers getting into trouble with the Government—not on the monopoly score at least. If they are in manufacturing or distributing lines, competition will jolly well take care of any tendency toward monopoly.

that the merger may be manifesting. If the merger is in the public utility or transportation fields, city, state and national regulatory bodies will soon curb any high-minded disposition that the consolidation may be evidencing.

A desire to monopolize or to restrain trade is the last thing in the world that the men behind our present mergers are thinking about. When the Postum Company first started to expand, five or six years ago, the newspapers were filled with scare headlines telling how this organization was cornering the country's food basket. We have not seen any of these headlines recently. Anyone who has any sense at all knows that Postum folks could not corner the food business, even though they so desired. Having one cake flour, one gelatine dessert, one mayonnaise, one syrup, one cocoa, etc., does not sound like a monopoly, does it? In fact, the Postum Company, unlike the mergers of the elder J. P. Morgan's time, is acquiring only non-competing lines. It purchases only one property in a field. The company that it merges is not always the strongest house in its line. In other words, Postum is making no attempt to remove competition from the fields it enters. There is just as much competition in the syrup industry as there was when Towle's Log Cabin Products Company was independent. The purchase of Walter Baker Company, Ltd., has in no way changed the competitive situation in the chocolate and cocoa industry.

Many Reasons for Mergers

If we were to examine other mergers that have been consummated in recent years, we would find every conceivable purpose behind them. Companies are sometimes merged with the sole idea of obtaining the services of a man or a number of men. Before the Chrysler-Dodge merger it was rumored that the General Motors Corporation would like to have bought the Chrysler Motor Company so as to have acquired Walter Chrysler. John N. Willys once paid Mr. Chrysler a salary of a million dollars a year. He told a group of bankers, who were criticizing him for his extravagance, that Mr. Chrysler's salary was the most profitable investment he ever made. Unfortunately, though, for the employing class, men of Mr. Chrysler's caliber do not long remain as hired men, even million-dollar-hired men.

The demand for 300 per cent hitters is one of the principal reasons for the merger of the George Batten Company and Barton, Durstine & Osborn, Inc. William H. Johns, presi-

dent of the former Batten agency and now president of Batten, Barton, Durstine & Osborn, Inc., is generally regarded as one of the best six salesmen that ever graced the advertising business. His forte is contact work. It is known that he never liked the executive routine which fell to his lot when he became president of the agency a few years ago. While he will be president of the combined agency, he will have much more time for association with clients than when Batten was hoofing it alone. Mr. Johns will be relieved of executive details by Roy S. Durstine, the first vice-president and general manager of the combination. Mr. Durstine, in addition to being a most capable all-round advertising man, is a remarkably capable executive.

More Time for Contact Work

Bruce Barton, who has been elevated to the chairmanship of the merged companies, is like Mr. Johns a most able salesman. Besides, he enjoys the reputation of being one of the best copy-writers in the business. As chairman, he will have more time for both contact work and production than he had as president.

In many other respects the combined personnel of the two agencies makes a much stronger aggregation than when the same men were separated into two groups. It also happened that the two agencies are located in the same building. This made the merger much easier from the physical standpoint—a point that is much more important than it may seem.

Frequently consolidations take place so as to give the merging organization a more complete line. That is the story behind the Acoustic Products Company merger. The new company includes a combine of the Sonora Phonograph Company, Inc., Premier Laboratory Company and the Bidhamson Corporation. The new outfit plans to cover the entire field in sound reproduction, both in recording and broadcasting. It will also specialize in the synchronization of sound with pictures for uses in schools, churches, theatres and public assemblies in general.

Many mergers are formed for the purpose of getting control of certain processes. Thus, recently, the Novadel process and the Agene process, which are used in the flour industry, were combined under common control. That is also claimed to be the reason for the reported union of Steel & Tubes, Inc., with the Republic Iron & Steel Company. The merger would give Republic, Steel & Tubes' electric

(Continued on page 268)



Increase Your Christmas Sales

By Using Our Method of Merchandise Prize Contests

The Christmas month may not affect your normal sales but how about being shown a way to increase them?

We have plans for special Christmas contests that have proven very successful, and will gladly submit them to anyone interested without obligation.

It is a known fact that the average salesman, if given some incentive, will work harder to increase sales. By using our method of merchandise prize contests you not only appeal to the salesman but also to his wife and family.

It is possible for the salesman to visit local merchants and inspect the merchandise illustrated in our catalogs, convincing them of the value of the prizes. Your purchasing power with us means practically two dollars in merchandise for every dollar you spend.

You do not pay for the prizes until the salesmen have earned them.

"Nine years' experience in Sales Contest planning."

We will gladly furnish names of our clients which include some of the largest organizations in the country; also, catalogs of prizes used in sales contests by these firms.

Sterling Sales Promotion Service

6 East Fifth Street
Dayton, Ohio

Do Your Salesmen Fumble Sales Letter Opportunities?

(Continued from page 233)

salesmen on the value of letters, have brought them to the point where they were dictating; without coercion, special follow-up letters, and asking for all of the direct mail support that could be given them. And I have found that the only thing necessary to turn the trick is to make it possible for a salesman to report two or three husky sales that he thinks he wouldn't have obtained without letters.

Personally, I don't think that any ukase on the part of the sales manager will get more than the most perfunctory cooperation on a matter that goes so completely against the grain of the typical salesman's upbringing. All of us have the failing of preferring things that we discover for ourselves to things that are demonstrated to us. Just as the surest sale is the sale in which the buyer apparently sells himself, so here, the greatest victory is the one in which the salesmen themselves ask for letter backing.

Starting the Letter Campaign

Were I trying to introduce a supplementary letter campaign into the sales routine of an organization, I should start with two or three individual salesmen. I'd be willing to take my time, since I should want to build permanently. So as to make my demonstration strong, I'd choose salesmen whose sales records have not been brilliant. These men I'd meet informally and do my best to sell them on the idea. And I'd work with them very closely.

Each evening—if they came into the sales office each evening—I'd spend probably an hour in conference with them. First, I'd talk over each call made during the day and decide with each man the best line of attack for each prospect. Then I'd go over the calls to be made, making sure that the letter in each case had been mailed and that my telephone appointments called for had been made.

Then, in the presence of the salesmen, I'd dictate the follow-up letters. In this way the salesmen would get used to the idea of using letters. Their sales totals would almost inevitably show a sudden increase—because of the two advantages of the letters and of the carefully planned sales strategy for each prospect.

After a time the salesmen selected would be able to dictate their own follow-ups and plan their own sales

letters. Naturally, the salesmen, realizing that their sales were heavier and that by and by they would have to stand on their own epistolary feet, would welcome any suggestions I could give for improving their letters. In six weeks or two months my several mediocre salesmen would have become better salesmen and would be voluntarily using letters wherever they could.

News has a way of spreading in sales organizations.

It would not be long before the rest of the crew would be more than willing to use letters for all they were worth. My campaign would have passed its first and probably most crucial stage. The next step would be to establish some supervision over the continuance of the letter auxiliary. Possibly some one of the salesmen would fit into the job—at least, I should have made my original selection with that possibility in mind.

One of the reasons that would lead me to be very patient in my first step, that would lead me to spend more than six weeks or two months if the job wasn't done by the end of that period, would be the fact that in this period of individual dictation of letters I should be building up a system or assortment of letters that would be usable for all salesmen.

Two Necessary Characteristics

The letters that are to be sent out must have two almost mutually exclusive characteristics. They must sound like individual letters, must avoid all traces of form-letterishness. On the other hand, they must be general enough to be applicable to broad groups of prospects.

For the letters that precede the salesmen, that "crash the gate" for them, the problem is relatively simple. One or two letters for each class of prospects who ought to buy the product will be ample. Now and then, of course, when a salesman gets information about a prospect that will help, it is better to use an individually dictated letter. But by and large, form letters will do. And when these form letters are based on actual, individually dictated letters, they can be made to retain individuality.

On the other hand, the follow-up letters cannot so conveniently be cut from the same pattern. Each letter will have to be adapted to the con-

versation between the salesman and the prospect. However, the range of sales points for any product or commodity is, after all, limited. Thus, a form paragraph system can be used.

Form paragraph systems are sets of complete paragraphs that can be combined in almost any sequence. There will be, of course, leaders or openers, that is, paragraphs that start the letter. There will also be concluding paragraphs. In addition, there will be a paragraph written about each sales point of the product. If these paragraphs are made complete, they can be combined in any order, and will produce a letter that sounds as smooth as though it had been dictated for the occasion.

System Easy to Use

When this form paragraph system is completed its use is easy indeed. Each salesman has merely to put down on a card the name and address of the prospect on whom he called, and then the symbols for the various paragraphs he wishes combined into a letter. (Naturally, it will be most convenient if each salesman has a copy of the form paragraph system on his desk.) When there is need for filling in particular information, such as dates, prices, model numbers, etc., the form paragraph will show a blank and the salesman will jot down the datum after the paragraph number on the card. The "dictation" of the letter will rarely require more than a minute or a minute and a half.

After the salesman has filled in the paragraph numbers and other data on the card the card is turned over to a stenographer or a typist. The effort is so slight, and the results so advantageous, that the steady following of the system does not pall on the salesmen.

Unless the form paragraph system is based on a fairly ample volume of individually dictated letters—such as that gradually built up for the several experimental salesmen mentioned previously—the task is indeed an onerous one. But with such a volume of individually dictated letters it is easy to choose the best paragraphs throughout the series, revise them when necessary to make each paragraph complete enough to fit into any scheme (hence there must be no reference of pronouns, etc., from one paragraph to another in the series as it is completed), and index them.

To say that this is the best way to work letters into a sales machine would be presumptuous on my part. But I can say that it is the way I have found best and the way with which I have had very good luck.

Business Indices

Persistence of favorable indications is spreading the spirit of optimism to such an extent that it is now well nigh unanimous. This week's quota includes many notably good earning statements for the third quarter, the best September automobile production figures ever put out, railroad freight loadings far above those of last year and close to the exceptional record of 1926, besides evidence in the bank figures of a still growing volume of transactions. Less favorable items were the decline in average commodity prices and the falling off in September building permits.

Total Transactions

In spite of the fact that the Columbus holiday suspension limited bank returns this year to five days compared with six last year, clearings in the week ended October 17, amounting to \$16,357,268,000, were 6.4 per cent higher than in the same week of 1927. New York's were up 12.9 per cent, while the other districts were down only 1.5 per cent, six contributing declines. Debits against individual accounts, totaling \$11,442,071,000 were better by 6.2 per cent, 12.6 per cent higher in the New York district. Seven of the other districts showed declines, the net loss being 3.5 per cent.

Distribution of Goods

Railroad freight loadings in the week ended October 13 filled 1,190,127 cars, 70,120 more than last year, but 12,653 less than in 1926 when the movement was unusually heavy. Compared with last year there were gains in every classification except live stock. Over 1926 there were gains only in miscellaneous freight and grain.

Building Permits

Building permits among 533 towns and cities in September aggregated \$267,261,088, 10 per cent under those of September, 1927, according to S. W. Straus & Company. In the twenty-five largest cities the decline was 5 per cent.

Margin of Profit

Average commodity prices were somewhat lower last week, the Irving Fisher index receding to 98.9 from 99.4 the week before.

Credit Conditions

There was virtually no change in credit conditions last week over the week before except for a slight easing in rates for call money, ranging from 6 to 6½. Time loans held at 7, commercial paper at 5½ for best names.



Buying Sales

Building a permanent Sales Structure

as suggested by
May & Malone Inc.

**To Help
YOU
Build Sales**

This valuable book, profusely illustrated, is a part of our plan to help you "build a permanent sales structure."

To those executives interested in practical selling incentives—to those who are anxious to set sales quotas that will be readily attained—we offer without obligation a copy of the valuable booklet "Building a Permanent Sales Structure."

When you receive your copy, other interesting and valuable sales building data will accompany it—data that has proved helpful to other executives charged with the responsibility of building sales.

Upon receipt of the coupon below—signed by you—we will forward this valuable information. Send for it NOW.

MAY & MALONE, Inc.

Wholesale Dealers

37 So. Wabash Ave., Chicago, Ill.

Date.....

MAY & MALONE, Inc.,
37 So. Wabash Ave.,
Chicago, Ill.

Please send a copy of "Building a Permanent Sales Structure" and other sales helps to us. Also send a copy of your new "Red Book."

Sales Manager

Company

Address

SM 10-28

September Newspaper Lineage in Forty-Six Cities

In the forty-six cities listed below, twenty show a gain in volume of total newspaper advertising during the month of September, 1928, while twenty-five show a loss for the same month in 1928 (one, no comparison). Total lineage for the month was 144,955,765 as against 145,974,758 in 1927, a loss of 1,018,993, or 0.7 per cent. Of the 167 newspapers listed, 76 show gains; 87 losses (four no comparison). Figures furnished by the Statistical Department, New York Evening Post, Inc., supplemented by this magazine:

	1928	1927	Change
New York.....	15,796,704	15,427,739	+368,965
Chicago.....	7,326,480	7,518,774	-192,294
Philadelphia.....	6,654,540	6,915,916	-261,376
Detroit.....	5,229,432	4,854,108	+366,324
Cleveland.....	3,754,200	3,681,825	+72,375
St. Louis.....	4,105,060	3,876,780	+228,280
Boston.....	5,306,992	5,118,945	+188,047
Baltimore.....	3,856,268	4,323,211	-466,943
Los Angeles.....	6,375,418	6,523,342	-147,924
Buffalo.....	3,402,875
San Francisco.....	4,135,922	4,253,074	-117,152
Milwaukee.....	3,238,821	3,168,314	+70,507
Washington.....	4,104,616	4,593,235	-488,619
Cincinnati.....	3,310,328	3,398,458	-88,130
New Orleans.....	3,471,706	3,645,737	-174,031
Minneapolis.....	3,148,149	2,930,168	+217,981
Seattle.....	2,805,558	2,972,130	-166,572
Indianapolis.....	2,764,068	2,919,066	-154,998
Denver.....	2,585,477	2,734,670	-149,193
Providence.....	2,761,614	2,774,965	-13,351
Columbus.....	3,167,811	3,544,104	-376,293
Louisville.....	2,857,443	2,774,765	+82,678
St. Paul.....	2,584,260	2,306,052	+278,208
Oakland.....	2,257,248	2,275,182	-17,934
Omaha.....	1,847,863	1,621,168	+226,695
Birmingham.....	2,685,760	2,587,998	+97,762
Richmond.....	1,771,630	1,801,996	-30,366
Dayton.....	2,481,458	2,697,674	-216,216
Houston.....	3,114,776	2,972,662	+142,114
Des Moines.....	1,556,656	1,482,466	+74,190
Albany.....	2,051,728	2,176,062	-124,334
Bridgeport.....	1,890,528	1,835,003	+55,525
Camden.....	1,837,224	1,944,084	-106,860
Fort Worth.....	1,796,522	1,746,632	+49,890
Harrisburg.....	1,136,422	1,172,580	-36,158
Memphis.....	2,386,622	2,490,754	-104,132
Newark.....	1,747,885	1,879,930	-132,045
Oklahoma City.....	163,211	145,988	+17,223
Portland.....	200,993	226,799	-25,806
Rochester.....	3,204,761	3,537,644	-332,883
Salt Lake City.....	2,057,818	1,925,476	+132,342
Seattle.....	2,674,296	2,591,736	+82,560
Spokane.....	2,094,364	2,039,629	+54,735
Syracuse.....	2,582,608	2,312,760	+269,848
Toledo.....	2,404,965	2,563,337	-158,372
Worcester.....	1,688,560	1,688,820	-260

Total144,955,765 145,974,758 -1,018,993

Note references under individual newspaper lineage.

‡ Not included in 1928 total.

NEW YORK			
	1928	1927	Change
American.....	1,105,718	1,035,408	+70,310
Bronx Home News.....	485,484	506,837	-21,353
Herald Trib.....	1,911,166	1,703,394	+207,772
Times.....	2,947,596	2,708,736	+238,860
World.....	1,327,310	1,351,542	-24,232
*Mirror (tab).....	123,850	262,624	-138,774
News (tab).....	875,652	794,820	+80,832
*Eve. Graphic.....	258,758	258,562	+196
*Eve. Journal.....	1,208,438	1,138,838	+69,600
*Eve. Post.....	451,608	449,668	+1,940
*Eve. World.....	825,282	843,336	-18,054
*Sun.....	1,356,962	1,422,882	-65,920
*Telegram.....	487,746	524,298	-36,552
Brooklyn Eagle.....	1,667,574	1,509,710	+157,864
Brooklyn Times.....	409,082	465,002	-55,920
Standard Union.....	354,478	452,082	-97,604
Totals.....	15,796,704	15,427,739	+368,965

DETROIT			
	1928	1927	Change
News.....	2,628,024	2,512,034	+115,990
Times.....	1,268,848	1,122,730	+146,118
Free Press.....	1,323,560	1,219,344	+104,216
Totals.....	5,220,432	4,854,108	+366,324
* No Sunday edition.			

CHICAGO			
	1928	1927	Change
*Daily News.....	1,700,838	1,789,470	-88,632
Tribune.....	2,633,185	2,710,680	-77,495
Herald Exam.....	1,195,428	1,042,029	+153,399
*Post.....	348,801	434,712	-85,911
*American.....	1,183,872	1,195,299	-11,427
*Journal.....	244,356	346,584	-102,228
Totals.....	7,326,480	7,518,774	-192,294

PHILADELPHIA			
	1928	1927	Change
Inquirer.....	1,638,045	1,628,280	+9,765
Record.....	775,205	746,985	+28,220
Ledger.....	1,139,549	1,180,349	-40,800
*Eve. Ledger.....	1,023,307	1,176,054	-152,747
*Bulletin.....	1,617,104	1,632,158	-15,054
*Sun.....	162,510	-162,510
*News.....	461,330	389,580	+71,750
Totals.....	6,654,540	6,915,916	-261,376
Sun discontinued February, 1928.			

CLEVELAND			
	1928	1927	Change
Plain Dealer.....	1,502,700	1,413,525	+89,175
News-Leader.....	961,650	1,003,275	-41,625
*Press.....	1,289,850	1,265,025	+24,825
Totals.....	3,754,200	3,681,825	+72,375

ST. LOUIS			
	1928	1927	Change
Post-Dispatch.....	1,954,960	1,921,080	+33,880
Globe-Dem.....	1,229,700	1,145,400	+84,300
*Star.....	593,700	499,800	+93,900
Times.....	326,700	310,500	+16,200
Totals.....	4,105,060	3,876,780	+228,280

BOSTON			
	1928	1927	Change
Herald.....	1,339,413	1,319,360	+20,053
Globe.....	1,386,073	1,316,613	+69,460
Post.....	1,154,351	1,034,256	+120,095
Advertiser.....	404,327	375,163	+29,164
*American.....	378,698	479,742	-101,044
*Transcript.....	644,130	593,811	+50,319
Totals.....	5,306,992	5,118,945	+188,047

BALTIMORE			
	1928	1927	Change
Sun.....	1,395,083	1,315,784	+79,299
*Eve. Sun.....	1,370,641	1,474,733	-104,092
American.....	196,359	493,589	-297,230
*News.....	594,510	717,592	-122,882
*Post.....	299,675	321,715	-22,038
Totals.....	3,856,268	4,323,211	-466,943

LOS ANGELES			
	1928	1927	Change
Times.....	1,947,680	1,954,232	-6,552
*Examiner.....	1,772,918	1,642,914	+130,004
*Express.....	723,632	826,602	-102,970
*Herald.....	1,282,988	1,433,460	-150,472
*Record.....	359,310	416,038	-56,728
News (tab).....	288,890	250,096	+38,794
Totals.....	6,375,418	6,523,342	-147,924
‡ Includes advertising appearing in American Weekly.			

BUFFALO			
	1928	1927	Change
Courier-Express.....	923,844
Times.....	1,120,297
*News.....	1,358,734
Totals.....	3,402,875

SAN FRANCISCO			
	1928	1927	Change
Chronicle.....	946,820	890,582	+56,238
Examiner.....	1,461,362	1,365,700	+95,662
Bulletin.....	482,664	501,522	-18,858
*Call.....	692,734	829,206	-136,472
*News.....	552,342	666,064	-113,722
Totals.....	4,135,922	4,253,074	-117,152

MILWAUKEE			
	1928	1927	Change
Journal.....	1,746,881	1,529,162	+217,719
Sentinel.....	603,147	628,602	-25,455
*Leader.....	246,633	263,914	-17,281
*Wis. News.....	642,160	746,636	-104,476
Totals.....	3,238,821	3,168,314	+70,507

WASHINGTON			
	1928	1927	Change
Star.....	2,308,642	2,349,719	-41,077
Post.....	684,642	744,273	-59,631
*Eve. Times.....	522,280	711,065	-188,785
Herald.....	410,998	549,880	-138,882
*Eve. News.....	178,054	238,298	-60,244
Totals.....	4,104,616	4,593,235	-488,619

CINCINNATI			
	1928	1927	Change
*Post.....	697,900	843,066	-145,166
*Times-Star.....	1,145,704	1,238,692	-92,988
Enquirer.....	1,175,650	1,059,296	+116,354
Tribune.....	291,074	257,404	+33,670
Totals.....	3,310,328	3,398,458	-88,130

NEW ORLEANS			
	1928	1927	Change
Times-Picayune.....	1,533,560	1,500,937	+32,623
Item.....	738,974	836,590	-97,616
States.....	623,902	753,759	-129,857
*Tribune.....	575,270	554,451	+20,819
Totals.....	3,471,706	3,645,737	-174,031

MINNEAPOLIS			
	1928	1927	Change
Tribune.....	1,318,149	1,240,473	+77,676
Journal.....	1,290,772	1,212,238	+78,534
*Star.....	539,228	477,457	+61,771
Totals.....	3,148,149	2,930,168	+217,981

SEATTLE			
	1928	1927	Change
Times.....	1,428,014	1,442,854	-14,840
Post-Intellig.....	883,008	969,066	-86,058
*Star.....	494,536	560,210	-65,674
Totals.....	2,805,558	2,972,130	-166,572

INDIANAPOLIS			
	1928	1927	Change
*News.....	1,354,407	1,497,231	-142,824
Star.....	976,599	972,630	+4,329
*Times.....	432,702	449,205	-16,503
Totals.....	2,764,068	2,919,066	-154,998

DENVER			
	1928	1927	Change
News.....	631,147	692,130	-60,983
*Post.....	332,320	356,210	-23,890
Eve. News.....	431,091	581,760	-150,669
*Post.....	1,190,919	1,104,570	+86,349
Totals.....	2,585,477	2,734,670	-149,193
‡ Evening and Sunday.			

PROVIDENCE			
	1928	1927	Change
Journal.....	929,801	841,672	+88,129
*Bulletin.....	1,193,253	1,241,456	-48,203
Tribune.....	283,295	320,023	-36,728
*News.....	355,265	371,814	-16,549
Totals.....	2,761,614	2,774,965	-13,351

COLUMBUS			
	1928	1927	Change
Dispatch.....	1,732,498	1,801,199	-68,701
Journal.....	557,051	703,722	-146,671
*Citizen.....	878,262	1,039,183	-160,921
Totals.....	3,167,811	3,544,104	-376,293

LOUISVILLE			
	1928	1927	Change
Courier-Journal.....	1,195,277	1,068,755	+126,522
*Herald-Post.....	714,722	702,829	+11,893
*Times.....	947,444	1,003,181	-55,737
Totals.....	2,857,443	2,774,765	+82,678

ST. PAUL			
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From the distant and now unknown land of Punt when the camel caravans of Chaldea bore the rich products of the Orient westward to the shores of the Great Sea, and on down through the centuries to the modern modes of travel—"The Old Order Changeth Not"—the Seller has always had to go to the Buyer. It is an unwritten law as old as trade itself, and trade is as old as human society.

In this day of intensification—of specialized markets—this old law works as inexorably as in the dim centuries past. You, the Seller, find your market through your persistent efforts in reaching the Buyer.

The medium of the Trade Publication has arisen to meet this intensification—to help you in this specialized market—a sales adjunct the land of Punt and the camel caravan did not have.

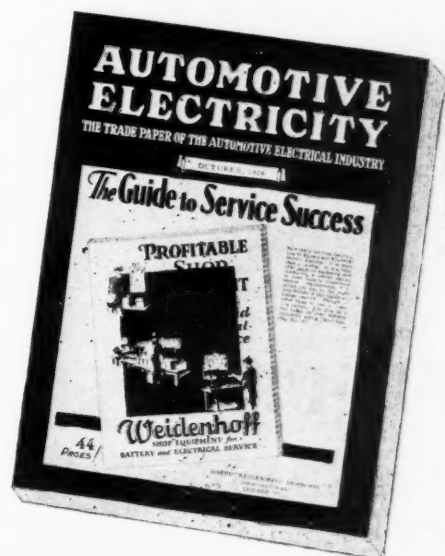
To this specialized market—in this instance—the Electrical Division of the Automotive Industry, came an excellent sales asset in the publication **AUTOMOTIVE ELECTRICITY** to aid through the medium of printer's ink the reaching of this potential buyer.

In its persistent efforts for six years to aid in the economies of distribution of batteries—battery service station equipment—ignition replacement parts and shop equipment for ignition repair and the stocking and sale of all electrical accessories it has been a prime factor in divorcing from an old wasteful channel of distribution all of this electrical miscellany to the recognized channel of quicker and more economical distribution—*The Automotive Electrical Jobber.*

The Electrical Division of the Automotive Industry is now a well defined separate market and worthy of separate effort through the advertising pages of **AUTOMOTIVE ELECTRICITY** to reach this Jobber and this Dealer.

AUTOMOTIVE ELECTRICITY

Batteries Ignition Shop Equipment Accessories
420 Lexington Avenue - New York City, N. Y.





MOLLOY Made Post Binders, stiff or flexible, in any size, design, and colors, help Molloy Made Covers to meet every loose-leaf binding requirement.

[Write for samples and suggestions, telling us in detail about your loose-leaf problem]

THE DAVID J. MOLLOY COMPANY
2869 North Western Avenue, Chicago

Looking for a Different Holiday Remembrance for Your Important Accounts?

PATENT APPLIED FOR



COSTS NO MORE THAN A GOOD POCKET LIGHTER

Here it is, the FIL-UR-LITER—a handsome desk or information counter ornament—and useful.

Nearly every executive today uses a pocket lighter—most visitors carry them. Keeping lighters filled with fluid is the thing—and FIL-UR-LITER does it quickly and conveniently.

For holiday remembrances to your customers and friends, FIL-UR-LITER can't be surpassed. Any man will be proud to own one. It's new, unique and fills a real need. It is finished in beautiful lacquer or polished brass. The ideal remembrance.

Consider FIL-UR-LITER now. Write for complete description and attractive quantity prices.

FIL-UR-LITER

A FILLING STATION
FOR POCKET LIGHTERS

THE DAYTON PUMP & MFG. COMPANY
535 Webster St. Dayton, Ohio

HOUSTON			
	1928	1927	Change
Chronicle	1,238,958	1,187,760	+ 51,198
Post-Dispatch ..	1,237,446	1,027,572	+209,874
*Press	638,372	757,330	-118,958
Totals	3,114,776	2,972,662	+142,114
DES MOINES			
	1928	1927	Change
Register	765,105	672,771	+ 92,334
*Tribune	791,551	809,695	- 18,144
Totals	1,556,656	1,482,466	+ 74,190
ALBANY			
	1928	1927	Change
Knickerbocker Press	824,236	886,032	-161,796
Albany Eve. News	617,036	665,630	- 48,594
Times Union ...	610,456	624,400	- 13,944
Totals	2,051,728	2,176,062	-124,334
BRIDGEPORT			
	1928	1927	Change
Telegram	637,751	632,521	+ 5,230
Post	629,953	661,349	- 31,396
Sun. Post	144,461	106,506	+ 37,955
Times Star	390,452	361,684	+ 28,768
Sun. Herald ...	87,911	72,943	+ 14,968
Totals	1,890,528	1,835,003	+ 55,525
CAMDEN			
	1928	1927	Change
Courier	913,877	1,043,501	-129,624
Post	923,347	900,583	+ 22,764
Totals	1,837,224	1,944,084	-106,860
FORT WORTH			
	1928	1927	Change
Star-Telegram ..	916,090	842,156	+ 73,934
Record-Telegram.	423,332	419,216	+ 4,116
Press	457,100	485,260	- 28,160
Totals	1,796,522	1,746,632	+ 49,890
MEMPHIS			
	1928	1927	Change
Com'l Appeal ..	1,178,205	1,121,862	+ 56,343
Eve. Appeal	553,056	614,999	- 61,943
Press Scimitar ..	655,361	753,893	- 98,532
Totals	2,386,622	2,490,754	-104,132
NEWARK**			
	1928	1927	Change
Newark News ..	1,747,885	1,879,930	-132,045
**No other figures available for Newark.			
OKLAHOMA CITY			
	1928	1927	Change
Daily Oklahoman	39,738	39,144	+ 594
Sun. Oklahoman..	30,514	23,849	+ 6,665
Okla. City Times..	48,986	48,851	+ 135
Okla. City News..	43,973	34,144	+ 9,829
Totals	163,211	145,988	+ 17,223
PORTLAND			
	1928	1927	Change
Oregonian	74,588	81,257	- 6,669
Journal	60,815	74,939	- 14,124
Telegram	40,169	33,336	+ 6,833
News	25,421	37,267	- 11,846
Totals	200,993	226,799	- 25,706
ROCHESTER			
	1928	1927	Change
Journal	809,586	893,994	- 84,408
Times-Union	1,074,177	1,215,334	-141,157
Dem.&Chronicle.	1,320,998	1,428,316	-107,318
Totals	3,204,761	3,537,644	-332,883
SALT LAKE CITY			
	1928	1927	Change
Tribune	1,098,650	983,416	+115,234
Telegram	513,156	542,472	- 29,316
News	446,012	399,588	+ 46,424
Totals	2,057,818	1,925,476	+132,342
SEATTLE			
	1928	1927	Change
Times	1,361,828	1,233,664	+128,164
Post-Intelligencer.	820,597	838,962	- 18,365
Star	491,871	519,110	- 27,239
Totals	2,674,296	2,591,736	+ 82,560
SYRACUSE			
	1928	1927	Change
Journal-American	851,473	749,056	+102,417
Herald (D. & S.)	990,185	880,490	+109,695
Post Stan. (D.&S.)	740,950	683,214	+ 57,736
Totals	2,582,608	2,312,760	+269,848
TOLEDO			
	1928	1927	Change
Blade	1,108,020	1,261,000	-152,980
News Bee	656,753	730,451	- 73,698
Daily Times ...	234,360	245,840	- 11,480
Sunday Times ..	405,832	326,046	+ 79,786
Totals	2,404,965	2,563,337	-158,372
WORCESTER			
	1928	1927	Change
Daily Telegram..	669,917	711,676	- 41,759
Sun. Telegram..	318,682	232,526	+ 86,156
Eve. Gazette ...	699,961	744,618	- 44,657
Totals	1,688,560	1,688,820	- 260

How We Staged Our Best Sales Contest

(Continued from page 229)

Another factor which we believe contributed very materially to the success of the contest was the arrangement of elimination rounds which always provided a definite opponent to be beaten. This system develops a keener spirit of rivalry than is possible when only a list of relative standings is used.

The first two months of the contest, March and April, were qualifying rounds. Quotas and sales for these two months were added together. The sixteen districts out of the twenty which showed the greatest accomplishment of tube sales against quotas during the two months combined were qualified for the following rounds. After this qualifying round, a drawing was held to determine which districts were to be paired for the remainder of the contest.

"First Round"

From May 1 to June 30 constituted the First Round, with sixteen districts competing. "A" was matched against "B"; "C" against "D," etc. Quotas and sales for the two months were again combined as in the qualifying round and members of the winning district in each match who had attained their quotas were entitled to "credits."

The month of July formed the Second Round. Eight teams, the winners in the first round, competed in this round; the winner of the "A-B" match opposed the winner of the "C-D" match; the winner of the "E-F" match met the winner of the "G-H" match, etc. Members of the four winning teams in this round were again awarded "credits" provided they reached individual quotas.

August 1 to 31 marked the Third Round—the final—with the four winning teams of the second round competing, each against the other. The two districts making the best showing of sales against quotas in this round were adjudged the winner and runner-up respectively. The winner was awarded the Michelin Tube Trophy, to be held for one year pending the outcome of next year's contest.

In each round of the contest, except the qualifying round, "credits" were given to every member of the winning district who obtained 100 per cent of his tube unit quotas during the individual round. Fifty credits were awarded winners in the first round

and one hundred credits in the second round. In the third round members of the winning districts were awarded two hundred credits, while members of the runner-up district received one hundred credits. Failure to obtain 100 per cent of his quota in the first round did not disqualify a man from winning credits in the second or third rounds, and vice-versa.

In order to provide an incentive and a reward to individual accomplishment independent of either the helpful or hampering effect of district showing, we included an "Individual Salesman Contest" as a secondary element to the district competition. All salesmen were eligible. The Individual division covered the same period of time as the main contest, but was not divided into rounds. Two prizes were offered, to be awarded to the two salesmen regardless of districts, who from March 1 to August 31 showed the greatest cumulative percentage of accomplishment in attaining tube quotas.

To qualify for these prizes, winners had to secure at least 100 per cent of their cumulative tube quotas set for the six months of the contest period.

Trip and Cash for Winners

Each of the two winners received a Top Notcher Trip and a cash prize of \$150.00 for 100 per cent cumulative tube quota accomplishment with \$15.00 added for every 10 per cent over the 100 per cent. If either winner was already a Top Notcher he was to receive his contest prize in addition to his regular Top Notcher Trip and bonus. Incidentally, in the Michelin scheme of things, the twenty salesmen in the country who make the biggest showing of sales against quotas for the year, become Top Notchers and are rewarded with a Top Notcher Trip and a cash prize.

In handling the question of prizes, we believe we employed an unusually satisfactory and effective means of distribution. To begin with, we discarded the mere listing of prizes, using instead quite an elaborate booklet in which all prizes were carefully described and illustrated with large half-tones.

Fifty attractive and well worth while articles were offered as prizes, each article being worth so many "credits." They included various items of luggage, jewelry, watches, sporting goods, furniture, silverware, radios and simi-

Food advertisers

meet these

UTICA grocers

EACH week the 34 selected members of the Utica Grocers' Association (organized several years ago by the Observer-Dispatch) use a page of cooperative advertising exclusively in this newspaper. Each week they meet with our representative to discuss new plans and new products. Many national advertisers have profited by this unique opportunity for instantaneous key distribution.

UTICA OBSERVER- DISPATCH

Utica, N. Y.

Member of The 100,000 Group
of American Cities, Inc.

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GANNETT NEWSPAPERS

Rochester Times-Union / /
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Elmira Star-Gazette-Advertiser / /
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Journal-News / / Newburgh-Beacon
News / / Olean Herald / /
Ogdensburg Republican-Journal
/ / Hartford, Conn., Times / /
Plainfield, N. J., Courier-News.

J.P. McKinney & Son, National Representatives,
New York Chicago San Francisco

John J. McConnell, Western Manager



\$2000 A MONTH

Will be the total cost of sending a first-class house organ, edited by William Feather, to 30,000 customers and prospects. Get estimate for smaller quantities.

Write for samples

The William Feather Company
611 Caxton Building Cleveland, Ohio

Our product will help to sell your product

The U. S. Printing & Lithograph Co.

COLOR PRINTING HEADQUARTERS
Cincinnati Brooklyn Baltimore

Let our nearest office solve your color
printing problem.

Chattanooga

A Charming City of Homes



By day, you work in "The Dynamo of Dixie."

By night, you rest in your home on Lookout, Missionary Ridge or Signal Mountain—world-famous for its fascinating scenery and healthful atmosphere—or enjoy the thousand-and-one attractions of a city of 150,000 community population.

Because of magnificent climate and home conditions in Chattanooga, high-calibred representatives are glad to live and do their best work for you here. Year-round golf on four 18-hole courses. Almost every known sport and recreation.

Over one-third of U. S. population within 24 hours by rail . . . nine railroads make low freight and passenger rates . . . 60.4° average annual temperature.

But let us tell you all about this logical distribution center and prove by an actual, confidential survey how you can win the South to your product from "The Dynamo of Dixie." Make us demonstrate how distributive factors in Chattanooga cause bulging Southern volume and profits. Write *today* for information!

Send for handsome illustrated booklet, "Scenic, Historic and Industrial Chattanooga" Free

Chattanooga

DYNAMO  DIXIE

ADOLPH S. OCHS, II, Director
Chattanooga Community Association
Chattanooga, Tennessee

lar personal and household articles. The men were free to select their own prizes according to the number of "credits" earned during the contest, and could divide or combine their "credits" to win one large prize or two or three smaller prizes as they preferred. The most popular prizes were the watches, bridge lamps, tea wagon, fitted bag, desk and chairs and ottoman. We found this "merchandising" of the prizes in a catalogue, and providing for a choice, created a greater desire for the prizes and heightened interest in the contest.

Promotion Tactics

In fact, we used quite aggressive tactics in promoting the contest throughout, as we have found such a policy vital in properly acquainting the men with rules and regulations, in selling them the possibilities of the contest and keeping their spontaneous enthusiasm screwed up to the top notch.

For an opening announcement of the contest, we sent the following letter to all salesmen and district managers:

"Dear Mr. _____

"1928 TUBE CONTEST"

"We take pleasure in announcing our plans for our '1928 Tube Trophy Contest.

"The purpose of this contest is to boost the sales of the world-famous 'Michelin Red Ring-Shaped Tubes,' and to reward special efforts in this direction.

"These rewards consist of Mr. Michelin's Tube Trophy, given to the leading district in the country, and valuable prizes for the salesmen.

"The Tube Trophy is at present held by Philadelphia No. 2 district, led by Howard Lofland, who in acknowledging it at the Top Notchers' celebration, remarked that it was his intention 'To win the cup so often that it would be known not as Mr. Michelin's Trophy but as Howard Lofland's mug.'

"Mr. Howard Lofland is fully determined to carry out his threat and it is up to you to prove to him that he is all wrong.

"The prizes that we are offering the salesmen this year are more generous than ever before in the history of the Michelin Tire Company, and a real incentive for every man to give his best.

"In order to stimulate a real sporting interest in this contest, we have inaugurated a special club to last as long as the contest continues, known as The Bibendum Country Club.

"Every Michelin salesman is automatically elected a member of the club and eligible for the competition, pro-

vided that he has the necessary 'clubs' with which to play.

"The 'wooden clubs' are Hard Work, Enthusiasm, Confidence in your product, Cooperation with the Company, Desire to work for the Success of your District. The 'iron clubs' are Salesmanship—in all of its various forms—too numerous to mention.

"The 'Balls' that you have to play with are the Michelin Red Ring-Shaped Tubes—each and every one of them made of the best material and workmanship and thoroughly tested before they are given to you.

"The 'holes' are your dealers' shelves into which you have to putt as many 'Balls' as possible, in the most direct and efficient way.

"The 'Course' is your territory—every man playing 'at home,' knowing every trap and bunker far better than anyone else.

"Par' is your tube unit quota; the fairest basis of competition imaginable.

"We are sending you with this letter a complete set of the rules and regulations of this great contest.

"Read them through, and then if you feel that you are eligible,—that is, that you have the necessary 'clubs'—fill out the form below and send it to the Club Headquarters at Milltown by return mail.

"Confident that you are anxious to participate, we extend to you a hearty welcome and offer our best wishes for your success.

"Very truly yours,
"Bibendum Country Club."

Membership Application

At the bottom of this letter was a form which the salesmen signed and returned, somewhat like a formal application, in which the initiative was taken by him. Accompanying the letter was a detailed outline of rules and regulations and a copy of the illustrated prize catalogue.

Following closely on the heels of this general letter, the following letter was sent personally to each district manager.

"Dear Mr. _____

"1928 TUBE CONTEST"

"In addition to the prizes announced for the salesmen and Mr. Michelin's tube trophy for the winning district, we are offering prizes also to district managers under the following plan:

"In each round of the contest—except the qualifying round—district managers of the winning districts will receive *half the total amount of 'credits' won by all the men in their district.*

"If, for instance, your district wins the first round, for which 50 credits

are given, and four of your men go over 100 per cent in that round, you will be given 100 credits ($50 \times 4 \div 2$).

"We do not have to tell you that the success of this contest depends very largely on the work that you do to promote it. Your enthusiasm and co-operation are absolutely essential.

"It is because we realize how important your part is that we have made you one of the 'Board of Directors.' This is not an honorary appointment. It is a job entailing genuine hard work.

"There is a number of ways in which you can stimulate interest. Amongst them we might mention the idea of dividing your district into two teams of equal strength, and after each round hold a dinner for the whole district, the losing team footing the bill.

To Consolidate Work

"Please make it a point to send Milltown copies of all letters pertaining to the contest which you send to your men. In this way we shall be able to consolidate more intelligently from Milltown the work you are doing in your district.

"We feel that the keynote of your work amongst your men should be the 'prestige of your district.' You and all your men should attempt to show the rest of the country that you are doing all that is humanly possible successfully to lead all the other districts in boosting the sales of the world-famous Michelin Red Ring-Shaped Tube.

"Yours very truly,
"Bibendum Country Club."

About two weeks later we brought the salesmen's wives into the picture, for we did not want to overlook the make-or-break influence they have on their husbands' efforts. A copy of the catalogue of prizes was sent them together with the following letter:

"Dear Mrs. _____
"Do not be surprised if at various times during the next few months your husband comes home with a lean and haggard look.

"He is working unusually hard just now, doing his best to put the Michelin Red Ring-Shaped Tube where it belongs.

"He, in company with the rest of the members of his district, is competing against the other districts, into which the Michelin Company is divided, and to the winners go the spoils.

"The 'spoils' are shown in the Book of Prizes which we are sending you herewith.

"We have two requests to make of you, and we are sure that we can count on you for your support.

"First, decide with the help of your husband, just which prize you would like to have him win.

"Secondly, help him by your encouragement to go out and win it.

"Thank you!

"Very truly yours,
"Bibendum Country Club."

Similar activity in stimulating enthusiasm and rivalry was constantly maintained. Practically all district managers divided their district into teams, and after each round of the contest the winning team dined at the expense of the losing team. Some of the district managers stamped all their letters to their salesmen with the slogan, "Beat So and So," according to the district they were competing against during the current round. Several made it a personal issue by writing to the competing district manager.

So, as a result of using an idea in which the spirit of competition was paramount, devising a system of prize awards which afforded every one a fair and equal chance to benefit, and by unstinted active promotion of the contest and its possibilities, we developed the peppiest battle we have ever had to increase the sale of Michelin Ring-shaped Tubes.

An analysis of the outcome is interesting. The finish was close, with the leading district obtaining 156 per cent of its quota in August. The second district obtained 150 per cent, and the third district 115 per cent.

From Slipper to Winner

The winning district, which had previously been slipping in its tube sales, pulled itself together as a result of the tube contest and showed an increase of 32 per cent for the period March 1 to August 31 as compared with the same period of the previous year. For the month of August, this district secured an increase of 90 per cent over August, 1927.

In the second part of the contest, which applied to the individual salesmen, the leading man won with 180 per cent of his quota for the six-month period. This represented an increase of 160 per cent over the same period last year.

The second high man obtained 132 per cent of his quota for the March 1 to August 31 period, which represented an increase of 102 per cent over the same period of the previous year.

Taken all in all, the country showed an increase of 23 per cent over the six-month period compared with the same six-month period of 1927. This is particularly striking in view of the fact that we had also conducted a tube campaign from April 1 to August 31 last year.

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.

To select the proper advertising mediums, you need

**STANDARD
RATE & DATA SERVICE**

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes — and circulations on publications in the United States and Canada.

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Standard Rate & Data Service,
536 Lake Shore Drive,
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You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days. If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The service is to be maintained by bulletins issued every other day.

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is reduced to a minimum of expense for a maximum of coverage—because The Star—Evening and Sunday—not only completely dominates the field in circulation but in prestige.

You only need ONE newspaper in Washington. You can't do without The Star—but you don't need any other paper.

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With Sunday Morning Edition

WASHINGTON, D. C.

New York Office: Chicago Office:
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KENT,
WILLARD
& CO., Inc.

Consulting Engineers

Merchandising
Counselors

Park Square Building
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, will shortly be available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.

Sunkist Adds Car Cards to 1929 Media; More Space for "Acidosis"

Car cards have been added to the list of media to be used next year by the California Fruit Growers' Exchange, distributors of Sunkist oranges, grape fruit and lemons. From November to July every other street car in the United States, (except in California and Florida) and in every province of Canada, will carry the Sunkist message, W. B. Geissinger of Los Angeles, advertising manager, announced this week.

Magazines will continue as the background of the Sunkist campaign. Throughout the year, twenty-five four-color pages will appear in women's magazines on the food uses of both oranges and lemons. The outside back cover of the *Saturday Evening Post* will be used seven times during the year to feature the use of orange and lemon juice in the correction of "acidosis."

This year's acidosis campaign, Mr. Geissinger explained, is an enlargement over last year's schedule. Twenty-seven black and white half-pages will appear in *Liberty*, *Literary Digest*, *Colliers'* and also in women's magazines in addition to the regular color schedule. The *Journal of the American Medical Association* is also being used.

Twelve half-page insertions in women's magazines will advertise lemon juice as a shampoo rinse. Booklets have been prepared on "Feeding the Child for Health"; "Telling Fortunes with Foods"; "Lemon the Natural Cosmetic"; and "Sunkist Recipes for Everybody," and will be sent upon requests from consumers and through coupons in magazines.

Phillips, at 35, Heads Paint Association

E. S. Phillips, president of Devoe & Raynolds Company, Inc., New York, was chosen president of the American Paint and Varnish Manufacturers' Association at their recent convention at Detroit.

Only thirty-five years old, Mr. Phillips has risen rapidly in the Devoe & Raynolds Company, since his graduation from Yale in 1915. Starting as a retail salesman in the company's New York store, he next entered the factory as a workman, and later manager. Mr. Phillips then became successively salesman, sales manager, assistant to the president, general manager of the Eastern division, vice-

president and general manager of the entire company, and finally president. Other officers of the association are, F. L. Sulzberger, Enterprise Paint Manufacturing Company, Chicago, and F. P. Cheesman of Cheesman-Elliott Company, Inc., Brooklyn, vice-presidents; G. B. Heckel, secretary, and H. L. Wilkinson of the Debevoise Company, treasurer.

An Outline of Mergers

(Continued from page 259)

welding process, and thus would make more economical the manufacturing of heavy pipe.

Consolidations sometimes result when manufacturers wish to protect their source of supply. That is why the Electric Auto Lite Company recently bought an interest in the Eclipse Machine Company, makers of the Bendix drive. C. O. Miniger, the president, said he made the deal so as to assure the supply for an important part of the Auto Lite systems.

Often there is nothing more behind a merger than the desire of a manufacturer to acquire new production facilities to take care of his rapidly increasing business. As this is written, the Wayne Pump Company was negotiating for the absorption of two competitors. The Wayne organization badly needs the facilities of these two other manufacturers.

As I write I have a record of more than 250 recent mergers before me. Almost no two of these mergers were formed for the same reason. On the other hand, practically every one of these mergers hoped to accomplish something that would enable them to increase their sales, boost their profits, lower their prices or in some other way improve their position in the market. We shall see, in the following articles in this series, how well they have succeeded.

Albany Newspapers Sold to Frank E. Gannett

The *Knickerbocker Press* and the *Albany Evening News* were sold this week to Frank E. Gannett, owner and publisher of the Gannett chain of newspapers. The two papers have been published by Lynn J. Arnold, Jr., and controlled by Stephen C. Clark of Cooperstown, and the Leatherstocking Corporation.

Mason & Parker Company, Winchendon, Massachusetts, have opened a branch factory at Fiskdale, Massachusetts, to make 200 different kinds of toys.

Wanderlust Atmosphere Jumps Returns

(Continued from page 232)

the list and general conditions as possible reasons for the improved returns, there remained but three other features to consider—the return cards, the copy for the circular and the form of the circular.

The circular itself, so far as looks were concerned, was certainly nothing unusual. It was merely an ordinary piece of stock, 6¾ by 12 inches, folded twice, printed in one color. But the copy was different. And the folder was wrapped in an exotic piece of imported paper flaunting camel caravans, palm trees, mosques, temples, golden sunbursts, flying fish, with gay interminglings of oriental designs of purple, gold, blue, pink, green and silver. No copy appeared on this wrapper, but its striking, colorful, oriental atmosphere must have insured the opening of the folder. Here the copy got in its work. It was purposely written to harmonize with the atmosphere created by the wrapper. Here's a paragraph headed, "If you should go a-cruising":

Colorful Copy

"Slender minarets, dazzling white against sapphire skies, oriental embroideries, silver and coral ornaments, loaded camels, patient little donkeys, modern automobiles, a fascinating mixture of East and West, old and new."

The very brief discussion of the delights of world cruising was supplemented by brief descriptions of three cruises.

An ordinary business reply card was enclosed with the folder and the letter. This being the first time Thos. Cook & Son have ever used the new pay-on-delivery reply cards, no one knows whether this feature of the mailing has anything to do with the unusual returns, but granting that it did have something to do with the jump from the average 6 per cent to 15 per cent, it could hardly have been entirely responsible for the gain.

"It must have been the copy, and that paper wrapper or jacket," said Mrs. C. L. Gillette, who has had a long experience in handling similar mailings for the Cook cruises. "Returns started coming in quickly, and in surprising volume. The first reply card came from one of the best-known and wealthiest men in New York's financial world. The second came from a well-known theatrical producer. Many other well-known names appear on the cards, which are still being returned in record-breaking volume."

Greatest GAIN in Circulation of Any Indianapolis Daily Paper!

THE daily average net paid circulation of The NEWS for the 6 months ending September 30, 1928—135,246 copies—is another big gain over the corresponding period for 1927, and a GREATER GAIN than that made by any other daily newspaper in Indianapolis.

This is the highest average shown in a government statement, in The NEWS 59-year history—and of course the greatest circulation ever attained by any daily newspaper in Indiana, for any government reporting period.

Practically all this increased circulation of The NEWS is HOME-DELIVERED for family reading—The most valuable circulation advertisers can buy.

The INDIANAPOLIS NEWS

DON. BRIDGE
Advertising Manager



New York—Dan. A. Carroll, 110 E. 42 St.
Chicago—J. E. Lutz, The Tower Building

"A Gigantic Workshop With Sky for a Roof"

THE BEAUMONT TRADE
TERRITORY

Monthly Industrial Payrolls

\$7,000,000.00

Covered Only by

BEAUMONT ENTERPRISE
AND

THE BEAUMONT JOURNAL

Ask Beckwith—He Knows

THE BUSY LIFE of WILKES-BARRE, PENNA.

Focused in Wyoming Valley's greatest home newspaper. Established in the third populated center of the second most populated state in the United States.

WILKES-BARRE
TIMES - LEADER

Covers a ten-mile radius of greatest wealth in the Anthracite region. Ideal for try-out work, as well as maintenance campaigns.

WILKES-BARRE
TIMES LEADER

Published each weekday afternoon at
44-48 West Market St., Wilkes-Barre, Pa.

STORY, BROOKS & FINLEY

Special Representatives: New York, Philadelphia, Chicago, Los Angeles, San Francisco

Tell Your Story to These 133,000 Leaders!

¶ In nearly 3,000 busy communities there are Rotary Clubs whose membership rosters represent executive heads and leaders—133,000 of them. These leaders cover every line of legitimate and ethical human endeavor.

¶ Try to visualize a market place of 133,000 men representing above the average earning capacity—men who are constantly in the market for every requirement of business, domestic and social life! This means office, store, factory, home, travel and recreational pursuits.

¶ The influence of these men on the civic, social and business life of their communities is something to conjure with.

¶ You can tell them and their families the story of your products through the advertising pages of their magazine—**THE ROTARIAN**—*The Magazine of Service*—and be assured of their respectful attention and interest.

THE ROTARIAN

The Magazine of Service
Chicago Evening Post Bldg.,
Wacker Drive, Chicago
7 W. 16th St., New York
Pickering Building, Cincinnati



THE MOST UNKINDEST CUT OF ALL

was not said of a
LOWRY STOCK CUT

These bright, cheerful little cartoons give your article a good running start.

No. 404

Catalogue on Request

LOWRY CARTOON CORPORATION

75 E. Wacker Drive Chicago, Ill.

ANALYST

If you have had a mechanical education, have contacted the industrial field for potential markets, can make a market analysis by your own interviews, and are between thirty and thirty-eight years of age, submit your outline of experience, education and salary desired to Box 187, 314 Kinney Building, Newark, N. J.

"The Bonus Plan Is a FLOP"

(Continued from page 226)

and abandoned the bonus plan five years previously in favor of "better methods" of getting his prospects, stated the belief that the plan might have elements of illegality. He referred back to the days when every public chauffeur and garage worker was on the sharp lookout for "prospects" with the expectations of splitting commissions with the salesman to whom the "tip" might be given. He believed that it had been a splendid thing for the automobile industry that this practice had been discredited through court rulings on sales contracts, and he questioned whether the present bonus plan was wholly legal.

Contrary to Ford Policy

A Ford sales manager opposed the bonus plan because it was contrary to the strict Ford policy of fixed prices, and because he believed the bonus plan to represent an essential price cut. He further explained that he was already achieving all that the bonus plan claimed to achieve through names of friends and relatives voluntarily given to his salesmen by Ford new-car owners. This represented his chief source of prospects.

A Chevrolet sales executive explained in considerable detail the experience of his firm with the bonus plan. Their bonus offer of ten dollars grew to be such a good "talking point" with some of his salesmen that such a payment was due on practically every sale that they made. Frequently the bonus would be nominally payable to some other member of the family, and with these salesmen the plan tended toward becoming a demoralizing influence. The plan offered a clever way for the making of a ten-dollar cut in the price of the car; or the way to offer indirectly to the prospect the equivalent of a new spotlight or other desired accessory as a special inducement in the closing of the sale.

He did not place the entire blame on the salesman, for the customer himself, hearing about the possibility of a "cut," would often be able to exert influence that the average salesman could not resist. For these and other reasons, the Chicago Chevrolet dealers more than a year ago had abandoned the use of the bonus plan. And their present policy, he stated, is to pay commission only to full-time salesmen.

Another sales manager argued that the bonus plan was unfair to the sales-

men themselves on two different counts. First, it was his policy to train his salesmen to believe that their new-car owners were really getting such a worth-while bargain in values and in extra company services that these new owners owed it to the company to do voluntary prospect hustling—and any suggestion of a bonus plan demoralized this point of view. His second objection related to the salesman's commission on the theory that any bonus eventually must be paid either directly or indirectly by the salesman himself. Thus, he argued, a bonus amounted to a kind of commission cut, or split with the company, that the salesman should not be asked to stand, and this tended to prevent the company from getting and keeping the grade of salesmen they desired.

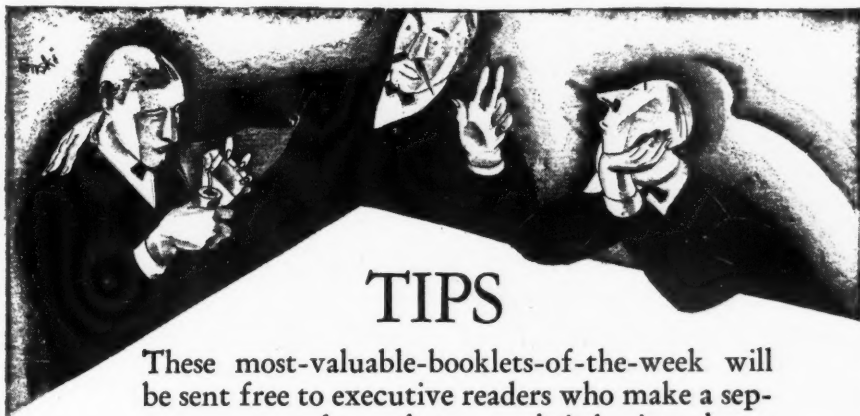
A prominent dealer classified the bonus plan as "prospect scrambling," of a kind that tended to break down the reputation for dignified service and reliability that he had been working for years to develop. He called it the "factory handling" of prospects and he doubted the practical efficiency of the plan. He compared his own office with that of a competitor who was using the bonus plan, declaring that he was doing equally as much business with twenty-two less people employed.

"The Bonus Plan Is a WOW"

(Continued from page 228)

If a sale is made within ninety days to a prospect thus originally recorded, the company presents to the member a \$20 merchandise certificate for the sale of a new Hupp, or a \$10 certificate for the sale of a used car. This Service Club plan, including the bonus "check book," has been adopted by the eighty Hupp dealers of Illinois, Wisconsin and Indiana, and it is recommended by the factory to all Hupp distributors of the United States and Canada.

The successful users of the bonus plan all testify that it does help in the closing of sales through offering to certain prospects the possibilities of side earnings. They testify that it makes an especial appeal to woman's natural thrift, and that most of such prospect cards come from women. They say that they thus reach a new line of prospects, and the plan is most effective with the cheaper cars.



TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Broadening the Market for Your Product

The Baking Industry—a market analysis. This will be of greatest value to makers of food ingredients used in baking, bakery machinery, building materials, building construction items, delivery vehicles and industrial supplies. This is a magnificent survey of the third largest food industry and how to sell it; one of the best surveys of any kind that we have seen. It is free to executives of manufacturers and advertising agencies; to others, \$2.00 a copy.

Comparative Circulations of Four New York Morning Newspapers. A fact book showing A. B. C. circulations by boroughs and also circulation by survey districts (logical salesmen's territories) and by expenditure groups. Of value whether or not you are now advertising in New York newspapers.

The Chicago Tribune Survey. This is a monthly review of business conditions in the Chicago territory, including adjoining states, carefully prepared and current up to the date of printing. Of great value in checking the productiveness of your salesmen in this territory.

Facts and Figures about Chattanooga. A 16-page illustrated booklet of a city and district that has long had a world-wide reputation for scenic beauty and historic interest and which now has forged ahead to a clearly defined leadership in commercial and industrial activities.

Book of Kansas City Facts. This book deals not only with the city itself but with the vast market of 21 million people who make up its trading area.

Contains a complete analysis of both wholesale and retail outlets in the area, with annual sales for 1926.

Direct Mail

The Handbook of Illustrated Letters. Samples, data, suggestions, for using illustrated letters in selling to industries—selling to the trade—merchandising advertising campaigns—tying up with window displays—following up inquiries, etc. Several good ideas to the page in this 32-page booklet.

Eagle-A Direct Mail Packet, October series. The makers of Eagle-A papers send out to interested users of direct mail frequent packets, no two alike, each containing ten pieces or specimens, all of which are diversified as to character of stock, layout, illustration, color scheme, etc. A request will put you on the mailing list to receive all that are issued in the future.

Coaxing Lively Sales Tunes From a Medley of Inquiries. An interesting fact story telling how one of our subscribers, the C. G. Conn, Ltd., world's largest makers of band and orchestra equipment, make sales through their strong direct mail follow-up. Gives details showing how the department is organized to eliminate errors and produce effective routine.

Postal Rates and Regulations. A complete and handy interpretation of the new postal rates and regulations which became effective July 1, 1928. Should be in the upper right-hand drawer of every business man who uses the mails for selling.

Testimonial Letter Suggestions. A valuable portfolio showing how other companies dramatize their best letters and use them to create new business.

20,273,876 LINES

Carried in 1927

F TOTAL ADVERTISING
I NATIONAL ADVERTISING
R LOCAL ADVERTISING
S CLASSIFIED
T ADVERTISING

San Antonio Express
SAN ANTONIO EVENING NEWS

YONKERS

(NEW YORK)

HERALD

(EVENING)

Serves a rich home district. Enjoys the largest circulation between New York and Albany.

Population..... 110,000

Circulation 14,625 (ABC)

—Representatives—

GEORGE B. DAVID CO., Inc.
110 E. 42nd St. New York, N. Y.
1900 Wrigley Bldg. - Chicago, Ill.

ON THE OCEAN FRONT

The Breakers

ATLANTIC CITY N.J.
HILLMAN MANAGEMENT
Sensible Rates Withal!

The Taxi Weekly

Covers the Whole Cab Industry
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.
Published in its Own Printing Plant at
54 West 74th Street—New York City

Account Changes

NATIONAL HAIRDRESSERS' & COSMETOLOGISTS' ASSOCIATION, to the Geyer Company, Dayton. Newspapers and national magazines. Plan \$1,000,000 a year campaign.

INTERNATIONAL BABY CHICK ASSOCIATION, to the Geyer Company, Dayton. To spend \$2,000,000 on behalf of hatcheries.

ENTERPRISE OIL COMPANY, Buffalo, New York, Duplex Marine Engine Oils, Duplex motor oils and greases, to J. Jay Fuller, Inc., there.

LADDIE BOY PRODUCTS CORPORATION, Brooklyn, Laddie Boy dog and cat food, to Churchill-Hall, Inc., New York City. Newspapers.

ILLINOIS STANDARD MANUFACTURING COMPANY, Chicago, soda fountain and luncheonette counter equipment, complete line of All-Toast-Matic Display Kitchens, to the Clark Collard Company, there.

NATIONAL SILK HOSIERY MILLS, INC., Indianapolis, Indiana, "Sheermode" women's hose, to Homer McKee Company, there.

COMMERCIAL CREDIT COMPANIES, Baltimore, investment and financial service, to the United States Advertising Corporation, Toledo.

MARTIN-PARRY CORPORATION, York, Pennsylvania, commercial auto bodies, to the United States Advertising Corporation, Toledo.

NAGEL ELECTRIC COMPANY, Toledo, to the United States Advertising Corporation there.

F. W. BOERNER COMPANY, Port Washington, Wisconsin, novelties, to Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee. National magazines.

HOLSUM PRODUCTS COMPANY, Milwaukee, foods, to Klau-Van Pietersom-Dunlap-Younggreen, Inc., there. National trade papers and posters.

MASSEY-HARRIS COMPANY, Racine, Wisconsin, agricultural implements, to Klau-Van Pietersom-Dunlap-Younggreen, Inc., of Milwaukee, National trade papers.

MERCEDES BENZ COMPANY, Mercedes Benz motorcar, to Arthur Hirshon Company, Inc., New York. Black and white color pages in magazines.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

ADVERTISERS' SERVICE

ADVERTISERS' Rate Guide Free. 36-page Directory showing lowest publishers' classified and Display rates of best producing newspapers and magazines. Other information. Our experience saves you money. Checking copies guaranteed. E. H. Brown Advertising Agency, Dept. 1246, 140 S. Dearborn St., Chicago, Ill.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old

concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

SALES DISTRIBUTOR

We have developed an entirely new and improved principle in the extinguishers, which requires the extending of our distribution plan. For years we have been the largest manufacturer in the world of hand portable fire extinguishers. With the additions to our line, we are able to offer a salesman or organization a permanent connection, with ever-increasing sales possibilities. Only a limited number of distributors are required at this time. Write for complete details, stating age, experience, and other qualifications. Fyr-Fyter Company, 1741 Fyr-Fyter Building, Dayton, Ohio.

POSITION WANTED

YOUNG WOMAN NOW ASSOCIATED WITH publishers of national automotive trade journal, having complete charge of directory listing, proof-reading, make-up, placing of advertisements, etc., will shortly make her home in New York and desires position. Ten years' business experience, Box 17, SALES MANAGEMENT AND ADVERTISERS' WEEKLY, Graybar Building, New York City, N. Y.

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"GIBBONS knows CANADA"

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